



STANLEY KING

“THE CONSECRATED EMINENCE”

The Story of the Campus and Buildings of Amherst College

STANLEY KING



1951

AMHERST COLLEGE
AMHERST, MASSACHUSETTS

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To the Alumni of Amherst
Everywhere

PREFACE

This is a companion study to my *History of the Endowment of Amherst College* published a year ago. Today the development and maintenance of the plant rank in importance with faculty salaries and scholarships as the three largest items in the college budget. The Amherst plant stands on the treasurer's books at a little less than \$7,000,000. The portfolio of investments representing the College's endowment had a book (cost) value on June 30, 1950, of about \$15,000,000. The plant, therefore, may be said to represent about one-third of the physical assets of the College.

A college plant is not static. It must be maintained and developed. The wear and tear by succeeding generations of students takes its toll. Deterioration is rapid unless maintenance is carried on year in and year out. At certain times in Amherst's history, maintenance has been radically curtailed because of financial stringency or for other reasons. This has always proved to be shortsighted economy.

The plant must not only be maintained, it must be developed to meet the needs of a college serving a changing society. New fields of learning are developed, new subjects are introduced into the curriculum, and old subjects are so altered in content or in teaching method that new facilities are essential for their proper presentation to students. A single example will suffice. Today the College has four buildings devoted to the laboratory sciences. Their cubic capacity is about one-fifth of that of all our buildings. In its early history the sciences were taught in rooms in the basement of Johnson Chapel.

The development and maintenance of the college plant is the responsibility of the Board of Trustees. It ranks in importance with responsibility for the endowment. As the Board exercises its responsibility for the endowment through its Finance Committee, so it exercises its responsibility for the plant through its Committee on Buildings and Grounds. On the "working level," the college plant is the responsibility of the president, treasurer, and superintendent of buildings and grounds. How much the president himself does in this field depends, of course, on his interests and aptitudes. The Harvard plant, for example, had a notable development during the administration of President Eliot. But since the beginning of President Lowell's adminis-

tration in 1909, the Harvard plant has increased nearly sixty-four per cent by construction and acquisition.

Amherst today has a plant of which our alumni are justly proud. It provides excellent facilities for faculty and students engaged in the enterprise of learning. The commanding site which the founders called "the Consecrated Eminence" has been extended, and the natural beauty of its setting has been enhanced by architect and landscape architect. Its ancient buildings enshrine the memory of its early struggles and are appropriate memorials to the faith of the founders of the institution.

For one hundred and thirty years, the labors of trustees and the generous benefactions of thousands of friends of the College have made possible the physical assets which the College uses today in its educational program. The architects of each generation have been representative of and responsive to the aesthetic climate of their times. Their work is a part of our history and of the social history of our region. The trustees have made few mistakes in the exercise of their responsibility for this development.

This study is an attempt to place on record the names and the contributions of trustees and benefactors so that Amherst men may know something of this part of our common heritage.

STANLEY KING

Amherst, Massachusetts

1950 - April 1951

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FOREWORD

Immediately after the publication of his *History of the Endowment of Amherst College* in 1950, my husband began this book. The plan for it had been long in his mind, and he worked on it with zest and enthusiasm, summer and winter, until in April 1951 he had completed what he called "the first draft." This is that first draft as he left it, with the addition of figures and some minor editing. There is no doubt much that he might have amplified or omitted. But it was all he was given time for, so it must stand as it is, his last work for the college which he had served with such devotion and happiness for thirty years.

MARGARET PINCKNEY KING

ECCLESIASTICUS XXXVIII

Let us now praise famous men,
Even the artificer and workmaster,
That passeth his time by night as by day;
And is wakeful to finish his work.

All these put their trust in their hands,
And each becometh wise in his own work,

* * *

Yet without these shall not a city be inhabited,
Nor shall men sojourn or walk up and down therein.
For these maintain the fabric of the world,
And in the handiwork of their craft is their prayer.

Chapter I

INTRODUCTION

Great visions are not reserved for saints and seers. A handful of ordinary men in a small town in the Connecticut Valley conceived the grandiose dream of a college to educate young men of hopeful piety who should go forth and carry the message to the world. The magnitude of their dream is attested by the two words they placed on the college seal: *Terras Irradiant*. They have been followed by countless men and women who for a century and a quarter have had the vision and the wisdom to make possible by their gifts the college plant of today.

Adam Johnson, a childless old man in Pelham, would long since have been forgotten by everyone had he not bequeathed the sum of \$4,000, two thirds of the savings of a lifetime, to provide for the erection of a chapel. And Johnson Chapel has for a century and a quarter symbolized the faith of the founders and the aspiration of generations of alumni. Today it is the center of the College, as it was when it was built.

Only his descendants now remember John Davenport, who died some fifty-five years ago. But the Davenport Squash Building will perpetuate his name as long as young men play vigorous games in the long winters of our New England climate. And other benefactors from generation to generation have seen the need of a growing college to house its essential work, and have made gifts — some large, some small — for this purpose.

Amherst's old buildings are as useful to the College today as they were a century ago. About them have grown up traditions which are absorbed by each new generation of students. As Justice Holmes said at a Harvard Commencement some sixty years ago, "About these halls there has always been an aroma of high feeling, not to be found or lost in science or Greek, not to be fixed, yet all-pervading." Amherst, like his alma mater, has throughout its history "helped men of lofty nature to make good their faculties."

A college consists of a group of teachers and a group of students engaged in the enterprise of learning. The quality of the college de-

pendes primarily on the character and ability of the teachers and of the students. But a prime essential for the work of both teachers and students is a habitation where the work can be carried on. This habitation is the campus and the buildings. The well-worn statement originating in Williamstown that the ideal education would be Mark Hopkins at one end of a log and a student at the other end does not define a college. Mark and his student would have frozen to death in a Williamstown winter, leaving only the log as a memorial to posterity.

The campus of Amherst College today stretches from College Street on the north to the tracks of the Boston & Maine Railroad on the south, and from the tracks of the Central Vermont Railroad on the east to South Pleasant Street on the west. Its area is about one hundred acres. In addition, the College owns some three hundred and twenty acres in Amherst, including Pratt Field, Blake Field, the Wild Life Sanctuary, Hallock Grove, and other property.

Use of the word *campus* to describe the principal grounds of the college is of comparatively recent origin in most American colleges, and is not known in this sense in England. It was not recognized by American lexicographers until 1889 and 1890, when the Century Dictionary and a new edition of Webster's Dictionary included it. At Harvard the grounds have always been called "The Yard"; at some other old colleges they have been called "The Green" or "The Lawn." At Amherst they were simply described as "the college grounds." The first use of the Latin word *campus* (meaning a level field) to describe the principal grounds of a college seems to have occurred at Princeton (then the College of New Jersey) in 1774. At Amherst the first use of the word of which we know was nearly a century later, in 1871, when President Stearns used the word in his address at the opening of Walker Hall; but in the printed copy of the address the word is italicized to indicate that the president was using a foreign word. The following year Professor Tyler used the word without italics in his monumental history of the College. By 1900 the word was in common usage in three hundred and fifty-nine colleges located in every state except Arizona and Oklahoma.

The Amherst plant today contains some thirty-eight buildings used by the College for educational purposes. These buildings contain about twelve million cubic feet of space. The Treasurer's Report of June 30, 1950 reports the college investment in plant as follows:

Land	\$ 486,955
Buildings	5,674,828
Equipment	698,620
Total	<u>\$6,860,403</u>

As thirty-seven of the thirty-eight buildings were built when costs were much lower than the present level, the replacement value of the plant is of a much higher order of magnitude. About two thirds of the plant has been built, acquired, or completely rebuilt in the past quarter century.

In addition, the College owns some fifty houses in the town of Amherst which it rents to members of the faculty and administration. These are not considered a part of the educational plant, although they are essential, or nearly so, if the College is to obtain and retain the best possible men for its staff. These faculty houses are carried on the books of the treasurer in a separate account, which stands today at the depreciated figure of \$616,800.

Besides the campus and its buildings and the faculty houses, and serving the College in place of additional dormitories, are the thirteen fraternity houses and the house of the Lord Jeffery Amherst Club, all built or rebuilt in the present generation. They have a present total assessed value of a little less than \$1,000,000. The total book value of the habitation of the College is, therefore, in the neighborhood of \$8,000,000. This is exclusive of the large investment held by the Trustees of Amherst in the Folger Shakespeare Memorial in the city of Washington. While the book value of the complete plant is something like one half the book value of the securities held in the endowment, the replacement value of land, buildings, equipment, faculty houses, and fraternity houses must be about equal to the endowment.

The significance of these figures will perhaps be clearer if placed in the context of similar figures for some of our sister colleges in New England. Plant and endowment figures are taken from the Treasurer's Reports of 1950, enrollment from the 1950 catalogues.

<i>College</i>	<i>Plant</i>	<i>Endowment</i>	<i>Ratio</i>	<i>Enrollment</i>	<i>Plant per Student</i>
Amherst	6,860,403	14,776,715	2.15:1	1189	6,023
Bowdoin	4,306,008	11,052,013	2.56:1	923	4,665
Wesleyan	6,141,481	9,625,248	1.56:1	971	6,325
Williams	6,305,930	14,307,059	2.26:1	1139	5,536

We often speak of the growth of the plant of the College. The phrase is misleading. The plant of Amherst College did not grow; it was built. The beautiful trees on the campus grew with the years and died and were replaced with others. The buildings were built. They represent the savings of countless men and women, the work of architects, landscape architects and engineers, of contractors and craftsmen. They represent, in addition, the tireless efforts of many college officers and

trustees and alumni — men like “Old Doc” Hitchcock, George A. Plimpton, Josiah Woods, and many others — to bring the needs of the College to the attention of men and women who have given small sums and large in order that the College might have proper facilities for the conduct of the enterprise of education.

The erection of a college building was a matter of great moment a century ago; it is a matter of great moment today. When the College has received adequate funds for a new building, the trustees do not order a building built, and lo, it is built. The program of what the building is to house must first be studied with great care by the college staff. If, for example, the building is a chemistry laboratory, the professors of chemistry must determine not only what general facilities are to be provided — such as lecture rooms, large and small laboratories, storerooms, and library — but they must also consider what metals are suitable for plumbing in each laboratory (metals which will not be corroded quickly by the chemicals to be used), what gas and electric outlets are needed and where, what facilities for demonstration purposes in the classrooms, and innumerable other questions of detail. The architect must encompass all this in a building of architectural charm, with an exterior in keeping with the other buildings of the College, of fire-proof materials, with stairways and exits to meet the requirements of the building code and the needs of the chemistry department so that classes can assemble and leave with the least possible loss of time. The building must be connected with the college steam mains, water supply, and sewer system.

The landscape architect must, in consultation with the architect and with the college officers, determine the exact location of the building and the levels, plan the walks and drives to service it, lay out the planting plan and specify the trees and shrubs to be planted about the building. As the building is in process of erection, it must be inspected frequently by architect and college officers. Questions arise weekly and sometimes daily during construction which must have prompt answers if the work is not to be delayed and the cost increased. And all this must be done within the framework of a budget based on what the College can afford to spend.

The College has suffered two serious fires on its campus in the course of its history. “Old” North College, which stood where Williston now stands, was completely destroyed by fire on January 19, 1857. Walker Hall was burned on the evening of March 29, 1882. The granite walls stood, and the building was rebuilt.

Five college buildings have been disposed of, each for a different reason. East College was taken down in 1883, after serving as a dormi-



“The Consecrated Eminence”



"Old North" on the present site of Williston



The original President's House, later the first Psi Upsilon house as pictured above; the original Alpha Delta Phi house appears in the background

tory for twenty-five years. The trustees were of the opinion that the acquisition of dwelling houses in the town by the various fraternities, providing living quarters for their upperclass members, made a third dormitory unnecessary, and the location of the Stearns Church just east of East College made the removal of the latter desirable from an architectural point of view.

Hitchcock Hall, which was bought in 1892 as the Boltwood mansion, was taken down in 1916 to make way for Converse Memorial Library.

Pratt Health Cottage, located on the hill northeast of the Delta Kappa Epsilon House, became obsolete after serving the College for a third of a century, and was sold when the new Infirmary was built in 1938.

The first President's House was sold in 1834 and a new one built on a different site.

Stearns Church was taken down in 1949, with the exception of the spire, to make way for the Mead Art Building. Under the terms of gift, the church could be used only for religious purposes. Only the Sunday services were held in the church, and these were transferred to the chapel in 1933. In 1946, at the close of the war, Sunday services were discontinued, by vote of the Board.

Other buildings in the course of the years have become obsolete and have been reconstructed for purposes quite different from those for which the building was erected. Notable examples are Barrett Gymnasium, reconstructed for classroom purposes and renamed Barrett Hall, Pratt Gymnasium and Pratt Natatorium reconstructed for the Geology Department and renamed Pratt Museum. In both cases the families of the principal donors were consulted and their approval secured.

As we look back over the record of the Amherst buildings built during a century and a quarter, we can take satisfaction in the fact that the trustees have preserved and made useful for the college of today every building which we would like to have had preserved. In particular, the row of our first buildings — Johnson Chapel and North and South, together with Appleton and Williston — is the pride of the College today.

Chapter II

THE FOUNDERS BUILD A COLLEGE

The founders of the College inaugurated and carried to completion a building program of a magnitude which was not to be equalled again at Amherst for nearly a century. They erected four major buildings and a president's house in seven years: South College in 1821, North College (from 1828 through 1857 called Middle College) in 1823, the first president's house in 1822, Johnson Chapel in 1827, and "Old" North (on the site of the present Williston Hall) in 1828. Six years later they built the present president's house. South College was built before the institution had a president, a professor, or a student. Both South and North were completed before the College had a charter or could grant a degree.

The men who founded Amherst College were Amherst men of modest means without powerful friends. They knew full well that their plans would be opposed by Williams College, and that they might well face the opposition of Harvard College and its powerful friends in the eastern part of the state. And they were undaunted by the jeers of their fellow townsmen living in the eastern part of the village. They had indomitable courage and a burning faith that Divine Providence was on their side.

They were forced at the outset to make two fundamental decisions which would affect the future of the institution perhaps for its lifetime. The soundness of their answers to these two questions has been tested by a century and more of experience. One was the question of a site, and the other of architectural design and materials of construction. There is a third aspect to their building program which has received, as far as I know, no comment from the historians of the College. At an early point they seem to have made a well thought out plan for the location, design, and orientation of the five buildings to make up College Row. This is evidence of extraordinary foresight.

In the early deliberations it was considered possible that Williams College (founded in 1793) might move to the Connecticut Valley and join with the new college to be built in Hampshire County. A vigorous

rivalry developed between Northampton and Amherst for the location, and the Williams College representatives seem even then to have been allergic to Amherst, for they favored Northampton. The plan fell through, however, partly because the citizens of Williamstown protested vigorously to the legislature.

The Amherst committee, headed by Noah Webster, the lexicographer, presented a long and interesting report. In recommending the present site they pointed out that "the hill in the center of the west road in Amherst, on which the church stands, is within two miles of the geometrical center of the territory" the college was expected to serve. It was about equidistant from Worcester on the east and Pittsfield on the west, from Vermont on the north and Connecticut on the south. "The roads leading to and from the town are as good as any roads in the country, except perhaps a mile or so on the mountain" (the road over the Notch). "It is to be observed," they add, "that this hill presents an open prospect to the *west*, . . . from which the wind usually blows in summer, when refreshing breezes are most necessary for men of study." Webster was deeply interested in climate, for he adds, "this hill in Amherst . . . is remarkably defended from the unpleasant effects of easterly winds by a range of hills on the east of the town."

In fact, however, two locations in Amherst were under consideration. The other was on what was then known as Baker's Hill, but its distance from the village was considered an obstacle. Years later, President Hitchcock, who had a passion for replacing old names with new, renamed Baker's Hill "Mount Doma," and the property now belongs to the College and is the site of the nine-hole golf course.

There was another persuasive reason for the present site in addition to its commanding location and its proximity to the village. Colonel Elijah Dickinson in 1818 had deeded ten acres of his farm to the Charity Fund for the college buildings, provided the college was established on the site before May 15, 1821. Colonel Dickinson died in 1820. His deed of 1818 was complicated and to some extent contradictory. At a meeting of the Board on May 10, 1820, a committee was appointed to "secure a good and sufficient title to the ten acres of land conditionally conveyed to the Trustees . . . as a site of said Institution by the late Col. Elijah Dickinson and for the special benefit of the Charity Fund: to digest a plan of a suitable building for said Institution; to procure subscriptions, donations or contributions for defraying the expenses thereof; to prepare the ground and erect the same, as soon as the necessary means can be furnished, — the location to be made with the advice and consent of the Prudential Committee."

The Board appointed five men to this first Building Committee: "Samuel Fowler Dickinson, Hezekiah Wright Strong, and Nathaniel Smith, Esquires, Dr. Rufus Cowles and Lieut. Enos Baker." Who were these men who were entrusted with the task of obtaining the land, locating a building, securing plans, raising funds, and erecting the building?

Dickinson we already know. He and Colonel Graves were the two most influential men in the founding of the College. The son of a farmer in East Amherst, a graduate of Dartmouth, where he stood second in his class, he was now, at the age of forty-five, one of the leading lawyers in the county. His son, Edward, later to become the second treasurer of the College, was ready for college.

Strong was perhaps the third most influential man in the founding of the College. The son of a justice of the Massachusetts Supreme Judicial Court, he was born in Amherst, studied law, and practiced his profession first in Deerfield and later in Amherst. He was a member of the Board of Overseers for nearly thirty years, and for many years postmaster of Amherst. He was now fifty-two years old, full of ardor and in a hurry to get things done. Tyler reports that he was the first to select the site for the College on "the meeting house hill." He then went to Colonel Graves and took him up to the hill on a moonlight night. Together they set the first stake for "the School of the Prophets," as they called the proposed institution.

Smith was a businessman in Sunderland, where he had been born and where he had had a common school education. He was the founder of the Sunderland Bank, which later moved to Amherst. Already sixty-one years old at this time, he became the largest pecuniary benefactor of the College during the first decade of its history.

Cowles, born in Amherst, was a graduate of Dartmouth, and a practicing physician in Amherst and New Salem for many years. He gave the Charity Fund some land in Maine which he estimated to be worth \$3,000, making him the largest donor to the Fund. The overseers found difficulty in realizing on it and later exchanged it for land in Pelham considered to be worth \$700. He used to meet the students arriving in town and give them a warm welcome, assuring them that Amherst was a remarkably healthy place, as he had not lost a patient for years.

Enos Baker was a prosperous Amherst farmer whose farm included what is now the Mount Doma property. He had pledged \$100 to the Charity Fund, was one of the incorporators of the Hampshire Agricultural Society, served as a selectman of Amherst in 1819, and with Noah Webster and Dr. Cowles was trustee of the ministerial fund of the First Parish which had been incorporated in 1816.

Five men — two lawyers, a physician, a businessman and banker, and a farmer. Two were graduates of Dartmouth, three had not attended college. At the same meeting the Board, apparently realizing that it was too much to expect one committee to raise the funds and build the building too, appointed another committee of six men to raise funds. The Building Committee proceeded with dispatch. Within three months from their appointment, the foundations of South College were nearly finished and on August 9, 1820, the cornerstone was laid.

Tyler gathered from eyewitnesses the story of the College's first building enterprise, and it is so vivid that I must give it in full. The story is unique in the annals of Amherst, and I know of no other college which has an analogue.

"The committee proceeded at once to execute the trust committed to them, secured a title to the land, marked out the ground for the site of a building one hundred feet long, thirty feet wide and four stories high, and invited the inhabitants of Amherst friendly to the object to contribute labor and materials with provisions for the workmen. With this request, the inhabitants of Amherst friendly to the Institution, together with some from Pelham and Leverett and a few from Belchertown and Hadley, cheerfully complied. Occasional contributions were also received from more distant towns, even on the mountains. The stone for the foundations was brought chiefly from Pelham by gratuitous labor, and provisions for the workmen were furnished by voluntary contributions. Donations of lime, sand, lumber, materials of all kinds, flowed in from every quarter. Teams for hauling and men for handling, and tending, and unskilled labor of every sort, were provided in abundance. Whatever could be contributed gratuitously, was furnished without money and without price. The people not only contributed in kind but turned out in person and sometimes camped on the ground and labored day and night, for they had a mind to work like the Jews in building their temple, and they felt that they too were building the Lord's house. The horse-sheds which run along the whole line, east of the church, and west of the land devoted to the College, were removed. The old Virginia fence disappeared. Plow and scraper, pick-axe, hoe and shovel, were all put in requisition together to level the ground for the building, and dig the trenches for the walls. It was a busy and stirring scene such as the quiet town of Amherst had never before witnessed, and which the old men and aged women of the town who participated in it when they were boys and girls, were never weary of relating. The foundations were speedily laid. On the 9th of August they were nearly completed and ready for the laying of the cornerstone. The walls went up, if possible,

still more rapidly. We doubt if there has been anything like it in modern times. Certainly we have never seen or read of a parallel."

Tyler then quotes Noah Webster, who became president of the Amherst Academy Board immediately after the laying of the cornerstone: "Notwithstanding the building committee had no funds for erecting the building, not even a cent, except what were to be derived from gratuities in labor, materials, and provisions, yet they prosecuted the work with untiring diligence. Repeatedly during the progress of the work, their means were exhausted, and they were obliged to notify the President of the Board that they could proceed no further. On these occasions the President called together the Trustees, or a number of them, who, by subscriptions of their own, and by renewed solicitation for voluntary contributions, enabled the committee to prosecute the work. And such were the exertions of the Board, the committee, and the friends of the Institution that on the ninetieth day from the laying of the cornerstone, the roof timbers were erected on the building."

"It seemed," exclaimed President Humphrey, "more like magic than the work of the craftsmen! Only a few weeks ago, the timber was in the forest, the brick in the clay, and the stone in the quarry!"

"The college well was dug at the same time and in very much the same way," Tyler goes on.

"When the roof and chimneys were completed, the bills unpaid and unprovided for were less than \$1,300.

"Here the work was suspended for the winter. But it was resumed in the spring, and then the interior of the building was finished by similar means, and with almost equal dispatch. By the middle of June the building was so nearly completed that the Trustees made arrangements for its dedication in connection with the inauguration of the President and Professors, and the opening of the College in September. And before the end of September, not only was the edifice finished, but about half of the rooms were furnished for the reception of students, through the agency of churches and benevolent individuals, especially of the ladies in different towns in Hampshire and the adjoining counties."

At the ceremonies in connection with the laying of the cornerstone, an address was delivered by Noah Webster, who had been vice-president of the Academy Board and now succeeded Dr. Parsons as president. On the inauguration of Zephaniah Swift Moore as first president of the collegiate institution in September 1821, Webster resigned as president of the Board and was succeeded by President Moore.

Parsons and Webster differed widely in experience and background. Parsons had been pastor of the Congregational Church in Amherst

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for thirty-seven years. The church was then located at a point near the present location of the Octagon. He had been president of the Trustees of the Academy from its foundation until 1820, when he resigned at the age of seventy-one. He had been a liberal subscriber to the Charity Fund, giving \$600, which was equivalent to half a year's salary; when extraordinary exertions were necessary to bring the fund to \$50,000, he had joined with a few other Amherst men in signing a bond for \$15,000. He was a graduate of Harvard, and had received the honorary degree of Doctor of Divinity from Brown in 1800. His grandson graduated from the College in the class of 1849, his great-grandson was William Ives Washburn of the class of 1876. From his great-great-grandson, Ives Washburn of the class of 1908, the College received a generous bequest of \$25,000 in 1948, to establish a fund the income of which is to be used by the College for the development of its public relations. And his great-great-great-grandson is a graduate of the College in the class of 1934.

Noah Webster, the American lexicographer, was born in West Hartford in 1758, graduated from Yale in 1778, taught, studied law, and became a journalist. In 1783-85 he published his famous spelling book, which ultimately sold more than a million copies a year. The income derived from this supported him and his family during the twenty years in which he worked in preparing his great dictionary, which was published in two volumes in 1828. It contained 12,000 more words and 30,000 definitions that had not appeared in any earlier dictionary. During most of this period he lived in Amherst and in New Haven. The location of his home in Amherst on Main Street is now marked by a tablet. His great-grandson graduated from Amherst in the class of 1875. His great-great-grandson, Richmond Mayo-Smith of the class of 1909, was chairman of the Board of Trustees of the College in 1950. And two great-great-great-grandsons graduated in the classes of 1944 and 1949.

Webster's leadership was of inestimable value to the infant college. He was a man of the great world. His name was known everywhere; his spelling book had made him famous even before the publication of his dictionary. The other founders were hardly known outside of Hampshire County. Webster's reputation was formidable. His contribution to Amherst has, I think, been too little appreciated by historians of the College.

Meanwhile, in May 1821, the trustees elected Zephaniah Swift Moore as the first president of "the Charity Institution" which was to become Amherst College. His salary was fixed at \$1,200 per annum "with the usual perquisites." A month later the Board elected the

first two professors to the faculty — Olds in mathematics (no relation to our "Georgie" Olds), and Estabrook in Greek and Latin. On the eighteenth of September the new building was dedicated and the president and professors were inaugurated with appropriate ceremony. On September 19 the College officially opened for its first year. It had one building, a president, two professors, and forty-seven students. It was an auspicious beginning.

Zephaniah Swift Moore had graduated from Dartmouth in 1793 at the age of twenty-three, and after teaching school had studied for the ministry. After eleven years in a pastorate, he accepted an appointment as professor of languages at Dartmouth and taught for four years. In 1815, at the age of forty-five, he was elected president of Williams College. Here "his kind and sympathetic heart made every student feel that he had in the president a personal friend. At the same time, his firmness in the administration of the government convinced even the sophomores that they had found their master and must obey the laws."

Williams College was going through a period of some difficulty, and a number of the trustees favored moving the college to Northampton or some other town in Hampshire County. Dr. Moore favored this plan from the beginning. When the plan was dropped, Dr. Moore felt that his usefulness at Williams College had come to an end, and he accepted the offer of the presidency of "the Charity Institution" at Amherst. With him came fifteen of the students of Williams College, a fifth of their enrollment, and nearly a third of the opening enrollment at Amherst. Williams College never forgave President Moore. For more than a century it failed to hang his portrait in its line of presidents. And as recently as my own term as president of Amherst, Williams borrowed from us one of our two portraits in oil of Moore to exhibit on some academic anniversary.

The incidents of 1821 had one interesting result which has, as far as I know, not been noted by historians. Williams College, in its irritation and distress at losing a president and a fifth of its student body, invited its graduates back to Williamstown for a homecoming. There they formed the first formal alumni organization of any American college. It was a quarter century before Harvard formed such an organization. Amherst's Society of the Alumni was formed a year after Harvard's. Williams College, thanks to Amherst, has the honor of being first in a field which has proved to be of such profound importance and influence in college affairs.

The student body of Amherst in its first year was not large, but we could not have accommodated many more. It included a number of men whom we shall hear of later. In the senior class of two was Ebenezer

Snell, a transfer from Williams, who was to be a member of the Amherst faculty for half a century. In the junior class was Edward Dickinson, who was to serve the College as its treasurer for a third of a century. And in the sophomore class were Bela Bates Edwards, another transfer from Williams, later a professor at Andover Theological Seminary, whom we shall meet later as the spearhead of a drive for a library building at Amherst, and Charles Upham Shepard, a transfer from Brown, later professor of natural history and chemistry at Amherst for a quarter of a century.

On the same day that South College was dedicated and the president and two professors inaugurated, the cornerstone was laid for the president's house. This had been voted by the trustees at their meeting on May 8, 1821, when they had elected President Moore, with the proviso that they were able to secure sufficient donations of money, materials, and labor. This house was located approximately where the Psi Upsilon house now stands. The contractor was Colonel Warren S. Howland of Amherst, and the cost was \$4,000. Warren S. Howland was born in Conway in 1798, and came to Amherst in 1821. He was a skilled carpenter and joiner, and it was said that he moved to Amherst in order to participate in the building program which the College was to undertake. In any event, he was the contractor for a number of the College's early buildings, and in addition he built the church for the First Parish which later became College Hall. The president's house was completed in the summer of 1822, and in the same summer North College was begun. A new subscription campaign was begun to raise \$30,000 to pay the debts already incurred, to pay for North College, and to meet other necessary expenses. North College was ready for occupancy at the opening of the second term of the second college year, in the winter of 1822-23. It was built by Hiram Johnson, an Amherst mason, and cost \$10,000.

We may well pause here a moment to look at North and South Colleges, for, except in exterior design, they were not the buildings with which we are familiar. Each contained thirty-two square rooms, each suitable for two students. There were eight rooms to a floor, four in each entry. There was no central heating and no plumbing, and, of course, no lighting fixtures. Students cut their own wood on the college grounds, stacked it, and carried it to their rooms to use in their fireplaces. They drew their supplies of water from the college well. Outdoor privies were located east of the dormitories. It was twenty-five years before bedrooms and studies were separated. The room occupied by the two members of the senior class, Field and Snell, was on the southwest corner of the fourth floor of South. It served not only as

study and bedroom, but as senior recitation room as well. Here President Moore met the class daily. Tyler tells us that there were four chairs, one more than necessary.

The college library was contained in a single bookcase six feet wide located in the north entry of the same building. The books numbered nearly seven hundred volumes. When North was completed, the two corner rooms on the fourth floor of the south entry were thrown into one, and used for chapel services and lectures in chemistry, "thus uniting religion and learning according to the original design of the Institution."

Sunday services were held in the village church, which stood on or near the present site of the Octagon. At first, the bell in the church summoned the students to classes. When a bell was presented to the College, a clumsy and ugly frame was erected between the church and North College and the bell hung here. This soon became an object of ridicule to the students, who proceeded to tip it over. The bell was then transferred to the tower of the new chapel.

The college grounds were limited in extent and were left in their natural state. An alumnus of the time recalls that there were no walks or trees or shrubs, and that each spring on "chip" day the students turned out to scrape and clean up the grounds near the buildings. A contemporary picture shows a bare hillside with South College and the village church standing out starkly and unadorned. The forest extended right up to the east of the college buildings, and all the land between the village of Amherst and the village of Hadley was woodland.

The College had been founded by men of strong religious convictions. They were orthodox Congregationalists who believed in the doctrines of John Calvin as interpreted for their generation by Jonathan Edwards. They were shocked and dismayed by the growth of Unitarianism in the eastern part of the state. They wanted, above all, an educated ministry. So vigorous were they in the expression of their religious convictions that they were taunted with trying to establish a "priest factory." It was natural for them to use religious terms in their conversation. They called the college grounds "the Consecrated Eminence," and they referred to the students in the College as "the sons of the prophet," referring to the Biblical account of the prophet Elijah and the young men who flocked to hear him.

Before the College had celebrated its second Commencement, it suffered a grievous loss in the sudden death of President Moore, on June 29, 1823, after an illness of only four days. He was not yet fifty-three. A man of medium height but commanding presence, weighing

some two hundred and forty pounds, he wore short breeches and long stockings, which were said to be particularly becoming. His manner combined suavity, dignity, and firmness; he had both serenity and humor, and he was so deeply respected by his students that the senior class were with difficulty persuaded to accept their degrees at Commencement from other hands. The trustees had to act promptly to prevent the infant college from disintegrating on the loss of its leader. Within a month they elected Heman Humphrey as the second president of the institution.

Humphrey was forty-four years old, a graduate of Yale in the class of 1805, for the previous six years pastor of a church in Pittsfield, and a trustee of Williams College. He was a champion of the orthodoxy represented by the founders of the College, and had received the honorary degree of Doctor of Divinity from Middlebury College. On the fifteenth of October he was inducted into office, and served the College for twenty-two years.

The College now had one hundred and twenty-six students, and Humphrey noted on the cover of his printed inaugural address that ninety-eight were "hopefully pious." This notation was used to plague him when the College later appealed to the legislature of the Commonwealth for funds. A Boston member of the legislature in vigorous opposition to any grant to Amherst said, "Sir, has it come to this? Shall the government of a college, professing to rest on the broad basis of public good, introduce such distinctions within their walls, and divide their students into two classes, the one 'hopeful' and the other 'hopeless' as to their spiritual concerns?"

President Humphrey continued the fight for the charter which had been begun by his predecessor. After a struggle of more than two years, a charter, which had been subjected to various amendments, was passed by both houses of the legislature and signed by the lieutenant governor, Marcus Morton, on February 21, 1825. "The Charity Institution in Amherst" then became Amherst College.

During the fight for the charter, a number of friends of the College and some members of the public wrote letters to the Boston papers on the subject. On February 19, 1824, the Boston Telegraph published a letter "On the Granting of a Charter to Amherst College" from a young student at Andover Theological Seminary named Jacob Abbott. Abbott had had no connection with Amherst — he was a graduate of Bowdoin — but he was destined to play a significant part in the early days of the College, particularly in the development of the building program. His greatest contribution to the College has received no attention from the College's historians, for he was associated with Am-

herst for less than five years and he made his reputation in other fields. But I note that in the 1950 edition of the *Encyclopaedia Britannica* he is one of three men associated with the College in its earliest days whose biography is included. The others are, of course, Noah Webster, the lexicographer, and Edward Hitchcock, the scientist and third president of the College.

Jacob Abbott (1803–1879) was a versatile man of boundless energy. Born in Hallowell, Maine, he graduated from Bowdoin College in the class of 1820 at the age of seventeen. Bowdoin (founded in 1794) was at this time a small college with about eighty students and three buildings, one of wood and two of brick. Recitations were conducted in the students' rooms, and a contemporary chronicler from South Carolina remarked that the students were "distinguished for their attention to study and equally so for the regularity of their deportment." The teaching at Bowdoin at the time was particularly strong in mathematics, natural philosophy, and chemistry. For the four years after leaving college, Abbott taught at Portland (where the poet Longfellow was one of his students) and at Beverly, Massachusetts, and studied theology at Andover Theological Seminary.

Six months after the publication of his letter in the *Boston Telegraph* urging the granting of a charter, Abbott joined the staff of the Charity Institution at Amherst as a tutor. During his first year at Amherst he spent his vacations with Reverend Edward Hitchcock, the pastor at Conway, and made a number of geological excursions with him. The following spring, as we have seen, the College received its charter, and the trustees of the Charity Institution were succeeded by the trustees of the College. Professor Olds resigned as professor of mathematics, and Abbott was offered an appointment as associate professor of mathematics and professor of chemistry at a salary of \$600. Abbott declined the offer. The professorship of mathematics which Olds had held was offered to Edward Hitchcock of Conway, who made no definite reply to the offer.

Meanwhile Abbott had been presented by the freshman class of mathematics, which he had taught, with a "splendid copy" of Hume, Smollett, and Bisset, "with his name stamped upon the cover," and by the sophomore class in mathematics with a copy of the *Universal Biography*. When Commencement came, the trustees were forced to take action to staff the small faculty for the coming year. They elected Hitchcock professor of chemistry and natural history, and Abbott professor of mathematics and natural philosophy. Abbott's salary was fixed at \$800, "one hundred dollars of which are, however, to be appropriated by him annually, with the advice of the other members of the

faculty, towards making repairs and additions to the philosophical apparatus." He was a full professor at the age of twenty-one. Hitchcock's salary was \$700.

Abbott soon organized a faculty club (called "The Pentagon" because it had five members) for the mutual improvement of its members, and the club under his leadership began a series of studies of scientific schools, military academies, New England colleges, and European universities. A little later he devised and submitted to the faculty a new curriculum which was called the Parallel Course, which was adopted by the Faculty and the Board and in effect for a short time. In 1828 he married and brought his bride to Amherst; their letters to friends give an interesting picture of life in Amherst at that time. They rented a house, because the town was packed with boarders, "almost three hundred of them," and almost every house was a boarding house. Their house was an old one, commanding a fine view of the Holyoke Range, and contained a tower which the Abbotts climbed before breakfast each morning for the view. They sublet half the house to Ebenezer Snell, who had graduated from Amherst in the first class and who had just come to Amherst with his young bride to accept an appointment as tutor. Snell was two years older than Abbott. They took in Abbott's brother, who was coming to Amherst to study theology under President Humphrey. Another brother was serving as associate principal of Amherst Academy, and a younger brother was attending the Academy to prepare for admission to Bowdoin.

In addition to his regular duties, Jacob Abbott was studying French, making philosophical apparatus in his workshop, taking his turn in supplying the pulpit in the college chapel, conducting a share of the college correspondence, teaching a Bible class, preparing with a colleague a series of question-books for Bible study, and preaching almost every Sunday at the Congregational Church in Hatfield.

But Abbott's great contribution to the College was in the field of buildings and grounds. He made a ground plan for the College, and his plan was adopted and carried out. This is evidence of extraordinary foresight on the part of the Board, and the plan now embodied in our College Row is proof of Abbott's success. It was a new field. The ancient universities of Oxford and Cambridge had grown by accretion. So had the early American colleges in the colonies. Only the University of Virginia is an exception to this traditional procedure. Virginia was founded at about the time that Amherst was being built. Its beautiful early plant was built from designs made in advance by Thomas Jefferson, and adopted by the Virginia trustees, of whom Jefferson was one. Harvard, which had been founded in 1636, made its compre-

hensive ground plan in the early nineteenth century. Its author was the famous Charles Bulfinch, architect of the Boston State House and other public buildings.

How early Abbott prepared his plan for Amherst we do not know. At a meeting of the Prudential Committee on September 26, 1827, the Committee appointed Abbott, in addition to his other duties, inspector of the college buildings and grounds for the current year. He was authorized to make necessary repairs and to present his accounts to the Committee, and he was allowed "a reasonable compensation for his personal services" in addition to his salary as a professor. At the meeting of the Prudential Committee six weeks later, on November 8, 1827, it was voted "to erect the next college building on the north side of the lot on which the other buildings now stand *according to a plan submitted by Prof. Abbott* provided that about three acres and a half of land can be added to said lot by purchase *as contemplated in the plan*, chiefly on the south and east sides" (italics supplied). At the same meeting the treasurer was authorized to purchase this land at a price not exceeding \$450.

It is of course interesting to speculate on whether Abbott prepared this plan in the six weeks between his appointment as inspector of college buildings and the adoption of the plan by the Prudential Committee, which seems unlikely. The more probable explanation is that Abbott prepared the plan the previous year, and that his interest in this aspect of the development of the college was the reason for his appointment as inspector of buildings.

The plan itself is preserved in an ancient engraving from a copper plate entitled "View of Amherst College Mass.," and dated the following year, 1828. Beneath the excellent picture of the five buildings in College Row is an engraved inscription beginning, "The above View represents the buildings of the College, as contemplated *in the plan adopted by the Trustees*" (italics supplied). At the meeting of the Prudential Committee on March 14, 1828, \$20 was appropriated for the purchase of one hundred "of the Lithographic prints of the College for distribution." This is, I suppose, the first expenditure made by the College for institutional advertising.

Early impressions of this engraving are now collectors' items, but the original copper plate has recently been discovered in England and brought to this country. A new edition from the original plate is now available for purchase. The College has several excellent examples of the original impression.

After four years as an Amherst professor, Abbott resigned to engage in the establishment of a girls' school in Boston, later known as the Mount Vernon School because of its location on Mount Vernon Street.

Still later, he became successively founder and pastor of a church in Boston, founder and principal of a school for boys in New York. But he is best known to fame as an author. He wrote and published one hundred and eighty volumes himself and, in addition, was editor or joint author of thirty-one more. The best known were the Rollo Books for boys, and the illustrated histories which came out in thirty-two volumes, of which Jacob Abbott wrote twenty-two and his brother ten.

In a conversation with President Lincoln not long before his death, the President thanked Abbott for his histories and said, "I have not education enough to appreciate the profound works of voluminous historians; and if I had, I have no time to read them. But your series of histories gives me, in brief compass, just that knowledge of past men and events which I need. To them I am indebted for about all the historical knowledge I have."

In 1874 Abbott was called back to an Amherst Commencement to receive the honorary degree of Doctor of Divinity. Jacob Abbott did not, however, exhaust the energy of the Abbott family. A generation later, in 1908, his son, Lyman Abbott (lawyer, minister, and editor), was awarded the honorary degree of Doctor of Laws by Amherst. And in 1931 Lawrence F. Abbott of the class of 1881, son of Lyman and grandson of Jacob, received the honorary degree of Doctor of Humane Letters at an Amherst Commencement. This is, I think, a unique record in the annals of the College.

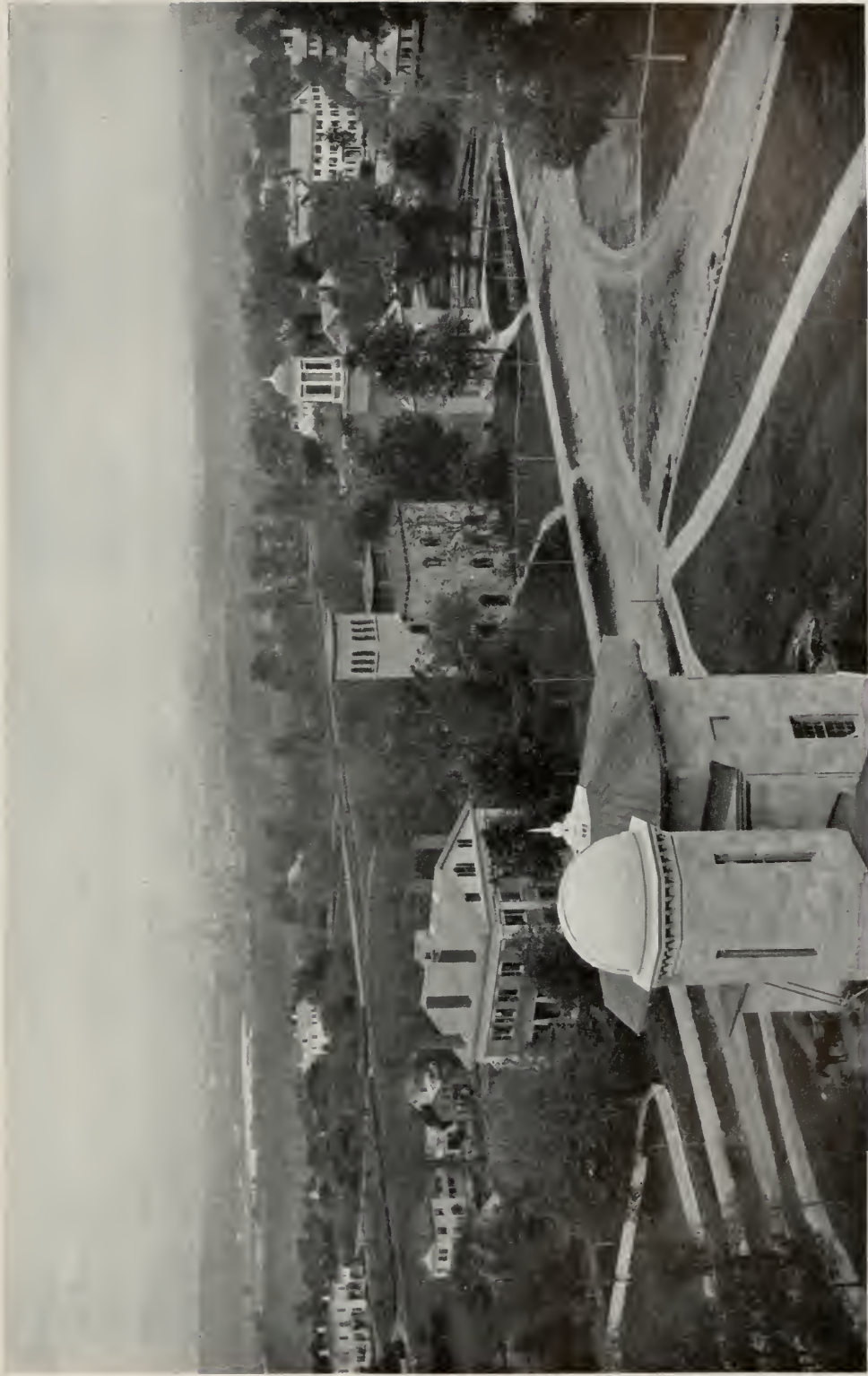
Jacob Abbott's desk is preserved in the Hitchcock Memorial Room, and much of the research for this study has been done at his desk. Above it is an almost complete collection of the Rollo Books, gathered in memory of the first professor of mathematics and natural philosophy at Amherst, first by Professor Snell and later by Professor S. R. Williams, who retired as professor of physics at the College in 1947.

Abbott's place on the science faculty was later filled by other teachers who made distinguished records as scientists. His Parallel Course was nearly a century ahead of its time. His books have long since ceased to be read. But his plan for the campus, adopted by the Board, still lives as a contribution that was unique in the early history of the College.

We must now turn back to the buildings themselves and to the problem of a chapel. At the first meeting of the trustees after the granting of the charter, held on April 30, the Prudential Committee was authorized to build a chapel, provided the College won its case in the Supreme Judicial Court to establish the will of Adam Johnson. And the Committee was authorized to borrow additional money for the purpose not exceeding \$6,000. At the annual meeting held three

months later, the Board directed the Prudential Committee to proceed at once with the erection of the chapel and of another dormitory of the same size as North and South Colleges, and authorized them to borrow the money necessary and to mortgage the college property for the loans incurred. The Prudential Committee consisted of the president of the College and Rufus Graves, John Leland, Nathaniel Smith, and Lewis Strong. Smith, we have seen, was the Sunderland businessman and banker. Rufus Graves, who had spearheaded the campaign for the College, was more or less a jack-of-all-trades who was unsuccessful in his private ventures. He was made a member of the Prudential Committee although he was not named a trustee in the charter and never became a trustee. Smith's name had been omitted in the list of trustees in the charter, but he was added to the Board soon after, when a vacancy occurred. Leland was the treasurer of the College. Lewis Strong, the remaining member of the Committee, is not to be confused with Hezekiah Wright Strong whom we have met earlier as a member of the Building Committee for South College. Lewis Strong (1785-1863) was the son of Caleb Strong, who was Governor of Massachusetts for ten years. He himself was a graduate of Harvard in the class of 1803 and a practicing lawyer in Northampton for some thirty years. Chief Justice Parsons called him "the strongest lawyer in all the western counties." He attended every meeting of the Amherst Board from 1825 until his resignation in 1833, and during his service on the Board he was always a member of the Prudential Committee, which was in effect the Executive Committee of the Board. He also served on most of the important special committees appointed by the Board, and was constantly consulted by President Humphrey and Treasurer Leland on college problems.

The Prudential Committee promptly named a subcommittee composed of Leland and Smith as a Building Committee, and Leland did most of the work. He was a salaried officer of the College at \$300 a year. He had already been appointed inspector of buildings in 1824 to see that they were kept in good repair, and the Prudential Committee had instructed him to visit all the rooms in the College at least twice in each term (there were three terms) for this purpose. He was asked also to find twenty rooms in the village for the accommodation of students. The Prudential Committee then took up the question of insuring the college buildings and directed Leland to place \$10,000 of insurance on the existing buildings. This seems to us today short-sighted economy, as the three buildings already built had cost the College about \$24,000. The insurance coverage was, therefore, only about forty per cent of value. But the policy of underinsuring was continued by the Board for [20]



The President's House, Morgan Library, College Hall, and Wood's Cabinet as seen from the Chapel tower in the 1880's



The Octagon



Morgan Hall with west addition

at least half a century, until the disastrous fire in Walker Hall caused a sudden change of policy.

Work on the chapel was begun in the spring of 1826, and the building was dedicated on February 28, 1827. President Humphrey preached the dedication sermon from the text: "Hitherto hath the Lord helped us." At its annual meeting in August 1828, the Board voted that the chapel should forever be called Johnson Chapel and directed the president to have these words painted over the middle door to the chapel room.

Besides the chapel room itself, the building contained originally four recitation rooms, a room for scientific apparatus, and a cabinet for minerals on the first floor, two recitation rooms on the second floor, a library room on the third floor, and a laboratory in the basement. The recitation rooms on the first floor were known as the Greek Room, the Latin Room, the Mathematics Room, and the Tablet Room, the latter because it was furnished with blackboards. The two recitation rooms on the second floor, now occupied by the president's offices, were originally the Rhetorical and the Theological Rooms. In the latter room the president conducted most of the recitations of the senior class. The Greek Room later was known for two generations as Professor Tyler's Room.

Neither Tyler nor Hitchcock makes any reference to an architect for any of the early college buildings. Hitchcock, writing in 1863, remarks that "it was unfortunate that the plan of the building (Johnson Chapel) did not pass under the eye of some competent and responsible architect." Apparently Hitchcock was in error. In going through the papers of Treasurer Leland, there was found in one of his account books the following item:

Nov. 23, 1825	To cash pd for horse & chaise to Northampton & expense to see Mr. Damon to get a plan for a chapel	1.62
Jany. 6, 1826	To cash pd for going to Northampton to get a plan for the Chapel	1.50

Four items follow for similar charges running to October 18, 1826. The following May 31 there is an entry of \$25.00 paid to Isaac Damon for "Benefits." Captain Isaac Damon was an architect and a member of the firm of Damon & Stebbins of Northampton. He was also a contractor. He built a number of buildings in Northampton, including an early church, the Mansion House, and the Curtis House. How much he did for Johnson Chapel we do not know. The building today we regard as the pride of the Amherst campus, and it is perhaps fair to

say that the College never in its history received better value for any expenditure of \$25. The cost of Johnson Chapel was \$14,865.11. In the college archives in the Hitchcock Memorial Room is preserved the notebook in paper covers in which Treasurer Leland recorded item by item the costs of the building and in which he also recorded the money borrowed from various sources to meet the payments as they came due. The final entry is a payment to Leland himself of \$197 "for his services as agent and responsibility building the Chapel as allowed by the Committee." His modest charge for his services was not paid until two years later and the College added \$24 to cover interest. Following this entry is a statement that his accounts "have been audited and approved by President Humphrey and Trustees Smith and Taylor."

The Prudential Committee had authorized the treasurer to borrow \$10,000 from the Charity Fund to add to the legacy of \$4,000 from the Adam Johnson estate, and to secure the Charity Fund by a mortgage on the college buildings and a policy of insurance of \$10,000. The treasurer was now authorized to borrow \$1,500 additional to meet the final bills.

Apparently the problem of heating the recitation rooms in the chapel in a New England winter had been overlooked, perhaps because of expense. In any event, at the beginning of the next winter the Prudential Committee authorized the president and Professor Abbott, who was now inspector of buildings, to procure a furnace immediately, provided a furnace can be found which will "effectually" warm the building. The following summer (1828) the Committee told the treasurer to place a lightning rod on the chapel "forthwith."

Within the next year defects became apparent in the chapel tower, and Leland was directed by the Prudential Committee to point out the defects to the builders and ask them to make the necessary repairs at once; and in case of their failure to do so, he was instructed to have them made at the expense of the builders.

The repairs to the tower seem to have failed to correct the defects, for a year later (1830) the Committee directed Lucius Boltwood, its secretary, to "procure the tower of the Chapel to be put into such a state of repair as shall be necessary to protect it from the weather."

It was three years after the completion of the chapel that the Prudential Committee took up the question of insurance. Then they directed the treasurer to place from \$5,000 to \$10,000 of insurance on the building which had cost over \$15,000, provided he could place it at not over fifty cents per hundred dollars. Until the insurance was placed, the president was asked to "procure some student to take

special care and oversight of fires in and about the college chapel." There seems to have been great difficulty in placing the insurance because of the new furnace, for two years later (December 1832), the Committee asked the president, the treasurer, and the secretary of the Board to take immediate measures to procure the insurance "and if necessary for that purpose to cause the furnace to be removed and such parts of the lower story as have been occasionally used as workshops to be hereafter closed." At the same meeting the same gentlemen were asked to have the furnace inspected, and, if it was necessary to remove it, they were to adopt "such other mode of warming the recitation rooms as they may deem proper." The furnace was removed and woodburning stoves were placed in the chapel room and in the recitation rooms.

There were other problems. The chapel bell proved unsatisfactory, and in 1835 the Committee authorized Luke Sweetser to exchange the chapel bell "for a good one."

North and South Colleges had followed what is now called the colonial design, which is represented by early buildings at Harvard and at other old New England colleges. In exterior design we would not now wish them different, if we could eliminate the steel fire escapes put on by the Army in World War II. Because of the abject poverty of the College when they were built, they are entirely free from any exterior ornamentation whatever. They are as "functional," to use a word that was not current when they were built, as the most "modern" structure of the mid-twentieth century. Johnson Chapel, on the other hand, is a dignified example of the Greek revival which had so profound an influence in this country in the early days of the nineteenth century. And the present president's house, built in 1834, is an excellent example of Georgian architecture. Who of us would wish to change the early exterior of any of these four early buildings of the College built by the founders with little professional assistance?

It is true, of course, that the interior arrangements have been modified from time to time to meet the needs of a changing college. The east face of Johnson Chapel was originally left entirely bare because it opened on the forest and outdoor toilet facilities of the dormitories. The present east façade was added in 1934, as we shall see later.

The College was steadily growing in size, and at the annual meeting of the Board in August 1827 the trustees voted to direct the Prudential Committee to build another dormitory similar in general to the two the College already had. The Committee selected as the site for this building the location proposed by Professor Abbott on his general plan and now occupied by Williston Hall. Treasurer Leland was named a

Building Committee of one, and the building was completed and ready for occupancy by students in the college year 1828-29. The new building was named North College, and the present North was renamed Middle. It seems to have had various improvements over the two earlier buildings. The bedrooms were better lighted and ventilated, and there were ample closets. Its one defect was that it ran east and west instead of north and south, and the rooms on the north side were without sunlight. This was particularly unfortunate in a day when there was no central heating. Nonetheless, it was for many years the favorite choice of the upperclassmen. On January 19, 1857, it was destroyed by fire, and since then has been referred to as "Old" North to distinguish it from the present North which was built five years earlier.

The contractor for "Old" North was George Guild of Amherst, who, with Leland and others, was a member of the early Volunteer Fire Department. The cost was \$10,447.70. For this building too we have Leland's notebook containing an itemized account of expenditures for construction as well as a detailed statement of the loans he made for the college account to secure the necessary funds. He received \$134 plus \$16 for two years' interest for "services as agent for contracting and superintending the building of the last college building and for obtaining the money to fulfill his contracts as there was no money provided by the Trustees." The accounts were audited by L. Boltwood. Leland's compensation amounted to about one and one-third per cent of the cost of the building operation in the case of the Chapel and Old North.

The College now had accommodations for about two hundred resident students. A pamphlet issued by Amherst under date of May 31, 1824 gives the enrollment in the New England colleges as follows:

Yale	374
Harvard	267
Brown	154
Dartmouth	141
Amherst	126
Bowdoin	123
Williams	118
Middlebury	85
Burlington	
(now U. of Vt.)	53
Waterville, Maine	
(now Colby)	34

Meanwhile the students themselves began to improve the college grounds. They completed the terraces in front of College Row; they erected a "fine bathing establishment" east of the chapel and near
[24]

the old college well; and they constructed an outdoor gymnasium in the grove east of the college buildings. The trustees were so much impressed, as well they might have been, that they passed a resolution at their annual meeting in August 1827 expressing to the students "the pleasure they feel in view of their regard for the interest of the Institution, & of their self-denying & benevolent exertions to add to its convenience & beauty, & they do also express their earnest hope that the students will ever retain a laudable ambition to render the college so far as they are able, attractive and delightful as a seat of science & virtue."

Open-air gymnasia of the Jahn (German) type were, in fact, installed at Amherst, Harvard, Yale, Williams, Brown, and Bowdoin at about this time. The Amherst affair was in the college grove, east of Johnson Chapel, and a number of pieces of apparatus were set up. A student gymnastic society was organized. The outdoor bath house was installed at the south side of the grove. It was ten by twelve feet in size, and without a roof. A trough was built from the college well, and a student poured as many buckets of water from the well as he wished into this trough. The water flowed to a tank at the bath house. The student then crossed the grove to the bath house, disrobed, and pulled a cord, which released the water from the tank and provided him with a cold shower. We owe our detailed description of bath house and open-air gymnasium to Edward Hitchcock, Jr., son of the president, and a graduate in the class of 1849.

At the same August meeting in 1827, the Board authorized the purchase of the homestead and farm formerly belonging to Reverend David Parsons containing nearly one hundred acres. This is the property on which the present president's house, Morgan Hall, and College Hall now stand. The farm included land on Northampton Road running down to below the present Orchard Street. The treasurer was authorized to borrow the money necessary and to mortgage the property. The Prudential Committee, after careful study, bought first some three and one-half acres to add to the campus and to make possible the carrying out of Professor Abbott's plan, then authorized the treasurer to make an exchange of land with Lucius Boltwood to square the college campus on the north side. This involved an expenditure of \$450. Then they inspected the Parsons property and authorized the purchase of about ten and one-half acres for \$2,100, with the proviso that if the College could get a little more land on the highway, it would pay \$2,800. As a result of further negotiations, the actual purchase comprised some eleven and a half acres and the price paid was \$2,300. The purchase was made by the Charity Fund.

We have seen that the meetinghouse of the Amherst West Parish stood on or near the site of the present Octagon when the College was founded, and that in the early years the students attended daily and Sunday services there. It must soon have seemed to the members of the church that it was too close to a growing college for the comfort of either. When the College had acquired the Parsons homestead, it offered the members of the West Parish the land on the corner of South Pleasant Street and Northampton Road for a new meetinghouse and, in addition, offered to contribute \$700 to the church in return for the right to use the new meetinghouse for its annual Commencement exercises. The offer was accepted by the church on January 8, 1828. The meetinghouse on the site of the Octagon was taken down, which was a clear gain for both the College and the town, for the early prints indicate a building without any particular charm. The present College Hall was built on the corner site as the meetinghouse of the West Parish. It was completed in the summer of 1829 at a cost of \$7,000. The money for the building was raised mostly by the sale of pews. Nearly forty years later the College bought the building from the parish for \$10,000 and renamed it College Hall. But that story must await its proper place. In an early painting by Mrs. Hitchcock, wife of President Hitchcock, which now hangs on the walls of the president's office, we see South College and the early meetinghouse, the only buildings on college hill.

By 1830 the Prudential Committee were ready to make some improvements in the access to the college buildings. They asked the treasurer to ascertain the expense of flagging the walks within "the college yard," and they directed him to "erect a fence in front of the college lot in the course of the next week." As a protection to the buildings, they decided to require students to leave all college buildings at the end of the college year so that "the buildings could be securely closed during the vacation." They realized that roads of access were necessary and they asked the treasurer to confer with the selectmen and make a layout of roads to the college buildings both from the north and the south, including the lowering of the hill between the roads. And they asked the selectmen to arrange "for the prevention of further injury to the hill by the removal of the soil therefrom for the private use of the inhabitants." The grading done by the students in 1827, which had won the praise and appreciation of the trustees, had proved inadequate and the Committee asked the treasurer and secretary to get estimates for a more finished grading plan about the college buildings.

By 1834 the College felt it necessary to sell some of the land it had recently acquired and which it did not actually need for college pur-

poses. The treasurer and Luke Sweetser and General Mack were appointed a committee to divide the land on Northampton Road "west of the bridge" into building lots and to sell them. The following year Sweetser and Professor Hitchcock were appointed a committee for paving with flat stones the walk in front of the chapel.

Luke Sweetser, a native of Athol, came to Amherst in 1821, and for many years was the leading merchant of the town. He was a member of the Prudential Committee every year from 1833 until 1864, nearly a third of a century. During the entire period of his service he was secretary of the committee, and kept the records excellently. In fact, the records of this important committee cease at his resignation. For most of the time he was the executive agent of the committee. He was a member of most of the building committees during his term of office, and usually the most active member. He retired from the Prudential Committee at his own request in 1864, and two years later, on the resignation of Lucius Boltwood as commissioner of the Charity Fund, he was elected to succeed him. He served in this new office until 1877 when the offices of commissioner of the Charity Fund and treasurer of the College were combined in William Austin Dickinson. Tyler, who knew him well, remarks that "among all the official connected with Amherst College, there is none in the wisdom and fidelity of whose administration more general confidence is reposed than in that of Mr. Sweetser." His home was on the site now occupied by the Phi Gamma Delta fraternity house.

General Mack was a member of the Board from 1836 to 1854. David Mack (1778-1854) was born in Middlefield and prepared for college at Winsor Hill, but eye trouble made it necessary for him to give up a college education. After twenty years as a merchant in Middlefield, he moved to Amherst in 1834. He served in both houses of the legislature and on the Governor's Council. In 1812 he commanded the Massachusetts militia in Boston. During his eighteen years of service on the Amherst Board, he was one of the most active members. He served for most of the time on the Prudential Committee, and was a member of most of the building committees.

A succession of illnesses in the family of President Humphrey created the impression that the president's house, built in 1821 for President Moore near the site of the present Psi U house, was damp and unhealthy. And a member of the Board pressed the matter on the attention of his colleagues by saying that unless they wished to "lay their president and his family in yonder graveyard," they must provide him with healthier living quarters. At the meeting of the Board on August 21, 1832, the Board voted to authorize the sale of the former president's

house and the erection of a new home for the president on the Parsons lot recently acquired by the College, with the stipulation that the exact location of the house to be built should first be approved by at least seven of the trustees. Apparently no action was taken under this vote, for the following year (October 15, 1833) the Board authorized the Prudential Committee to examine the subscriptions to the new fund being raised and the present debts of the College; if, in their opinion, there was a balance above the debts, the Committee was authorized to sell the existing president's house and erect a new one to cost not more than \$5,000 in excess of the proceeds of the sale of the former house. The Building Committee comprised the president, Treasurer Leland, and Luke Sweetser.

The present president's house was built by Colonel Warren S. Howland of Amherst and cost some \$9,000. The former president's house was sold to Professor Fowler for \$2,500. He furred out the walls and made the house entirely dry and livable. President Humphrey was in Europe while the new house was being built, and when the bills for construction came in, no one could be found who wished to assume responsibility for having authorized them. The new house was in general outline like the house today. The ell was of wood; there was no central heating; there were no bathrooms; and the present large hallway on the first floor with the Bulfinch stairway was a later addition.

Mrs. King and I lived in the president's house for fourteen years. We were deeply fond of it. It is, I think, the finest president's house of any of the old New England colleges. A distinguished overseer of Harvard University, who was our house guest, considered it finer than the new president's house at Harvard, built in the administration of President Lowell. I remember one autumn when we were entertaining the presidents of the thirteen New England colleges, members of the New England Association, that Mrs. King was showing the house to President Sills of Bowdoin. As they looked down the long, double parlors from the dining room, she remarked that the house had been built in days which were very dark financially for Amherst. "How fortunate for you," said President Sills, "that the president's house was not built when the College was prosperous."

With the completion of the president's house in 1835, the building program of the founders of the College came to an end. The land to the south of South College had been graded in preparation for the fifth building in the plan adopted by the trustees. In the minutes of the Prudential Committee of November 28, 1827, is a resolution "that the new college building to be erected on the south side of the present college buildings be constructed upon the plan recommended by Pro-

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fessor Olmsted on file." But funds were not available, and the site was not used until nearly thirty years later, when Appleton was erected on this site from plans drawn by Henry A. Sykes of Springfield. Olmsted's plan was, therefore, not used, and we have no record of what it comprised. Professor Olmsted was probably Denison Olmsted, LL.D., Professor of Astronomy in Yale, with whom Professor Ebenezer S. Snell of Amherst had collaborated in *An Introduction to Astronomy for the Use of Students in College*, which went into a number of editions.

The student body had grown steadily from fifty-nine in the first year to two hundred fifty-nine in 1836. Only Yale among the New England colleges was larger. Then a decline set in and in a few years enrollment had dropped to one hundred and eighteen, a drop of over fifty per cent. Expenses of operating the College exceeded income year after year and the institution was rapidly bleeding to death. It was faced with bankruptcy. President Humphrey was unable to bring his budget into balance, and, finally, at a special meeting of the Board in Worcester in January 1844, the Board accepted his resignation. He was sixty-five years old. At the same meeting the Board voted to present him with one thousand dollars in addition to his salary.

Heman Humphrey had been president of the College for twenty-one years. He had never been a popular president, as his predecessor, Dr. Moore, had been. From contemporary records it is clear that Moore was profoundly interested in education and in young men. He was firm in his actions, but sympathetic and approachable with the students. On his death the student body, as we have seen, felt that the College had come to an end so far as they were concerned. Humphrey's two main interests seem to have been pious orthodoxy and total abstinence in the use of alcohol and tobacco, both admirable for a pastor, but neither of them likely to arouse the enthusiasm of college undergraduates. In 1810 he published what is thought to be the first temperance tract. In 1830 he published a volume of essays on the Sabbath, and after his retirement he published *Sketches of the History of Revivals*. He had, of course, other published works, including many sermons and addresses.

Professor Edward Hitchcock, Jr., "Old Doc" to generations of Amherst students who loved him, remarks in an unpublished notebook that "President Humphrey was an austere man. Old style Puritan in his life. He was righteous & solid, but not complacent or approachable. It is said of him that very often when a student was ushered into his study, if he was not entirely at leisure, he would, instantly the man opened the door, say 'What do you want,' without the courtesy of inviting him to a chair. And while he was thoroughly respected as an

official, he was not what we would call a popular president!" "Mrs. Humphrey, too, was not an attractive person to children," adds Old Doc, who ought to have known, for he grew up in a neighboring house on South Pleasant Street.

The resignation of President Humphrey marks the end of the period of the founders. All of the early trustees had died or retired, with the exception of Dr. Vaill, who seems to have been indestructible. The program of building initiated by the founders had come to an end ten years earlier. And John Leland, the first treasurer, who had been on the Building Committee and who had acted as agent for each of the committees except the first, had himself resigned from office in 1835. The new president's house was his last building. He had been succeeded by Edward Dickinson, son of one of the founders and a member of the first junior class in the College.

Johnson Chapel and North, South, and Middle Colleges, and the president's house had a capacity of well over a million cubic feet. They had cost, in the dollars of that early day, about \$55,000. To appreciate how great an undertaking had been brought to fruition by the founders, we must translate the dollars of 1825 into the dollars of 1950. It is, I think, fair to say that these buildings, even without plumbing, heating, and lighting, would represent a present cost of nearly a \$1,000,000.

Before we conclude the story of building operations of the founders of the College, we must consider the financial and business background of the country in the decade of 1820 when the buildings were built. The country was in the trough of the depression following the Crisis of 1819. Twenty thousand men were out of work in Philadelphia and a similar situation prevailed in New York. Thirty trades, which had employed 9,672 in 1816, now employed only 2,137 in 1819. The papers were filled with advertisements of sheriff's sales. Stagnation and distress lasted throughout 1820. Rents fell in some cases sixty per cent; fuel dropped from \$12 to \$5.50; flour, from \$10 to \$4.50.

During 1821 the stagnation and liquidation continued. There was a slight recovery in the early months of 1822, but a reaction in the autumn was severe. The year 1824 was a year of expansion and recovery, followed by the Crisis of 1825. The year 1826 was another year of distress and reaction.

It was against this background that the founders of Amherst built the early college plant. Money was hard to get, but prices of labor and materials were at a low level. It was, of course, an excellent time to build.

It is interesting to compare the building program of the founders of
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Amherst with the building program carried on by Harvard College at about the same time. There were only two colleges in Massachusetts when Amherst was founded — Harvard and Williams. Williams College, as we have seen, was going through a difficult period in its history just at this time. Harvard College was still a small college, although it had been founded nearly two centuries before.

There are now three buildings in the Harvard Yard which were erected in the early years of the nineteenth century: Stoughton Hall built in 1805, Holworthy Hall built in 1812, and University Hall built in 1815. Stoughton was built as a dormitory, at a cost of \$23,000, and the money came in part from the proceeds of a public lottery. It was named for William Stoughton of the class of 1650, the first Harvard alumnus to give a building to his alma mater, and known to history as the judge who presided at the Salem witchcraft trials. Charles Bulfinch, who had designed the State House in Boston, was the architect.

Holworthy Hall was the first "modern" dormitory at Harvard, and was originally called Holworthy College. Its cost was \$25,000, and it too was paid for from funds raised in a public lottery authorized by the state.

University Hall, still one of Harvard's finest buildings, was built of white Chelmsford granite and designed by Charles Bulfinch. Its original cost of \$65,000 was paid by a grant from the state treasury. It originally contained the college chapel, the college dining rooms (one for each class), classrooms, and a chemistry laboratory. It corresponded, therefore, with our Johnson Chapel.

Harvard's two dormitories plus University Hall thus cost about \$113,000, and the money came half from the state treasury and less than half from lotteries authorized by the state. Amherst's two dormitories plus Johnson Chapel cost a total of about \$32,000, and the money came from the voluntary gifts of the townspeople, from the churches in the small towns, and one-eighth of the total from the bequest of Adam Johnson, the Pelham farmer. Harvard had, and could afford to have, the best architect of the day, Charles Bulfinch, who at about the same time laid out the plan for the Harvard Yard. Amherst spent \$25 for consultation with Isaac Damon of Northampton on the plans for the Chapel, and built North and South without benefit of professional advice.

It is an interesting contrast, both in building costs and in fund raising. And we may note without apology that Johnson Chapel and North and South are today appropriate symbols of Amherst and its history.

Chapter III

ARCHITECTURE “‘YANKEE ORDER’”

When Cheops built the great pyramid some five millennia ago, I have no doubt that some of his courtiers, while paying due homage in public to the magnificence of his edifice, shook their heads in private and wished that their sovereign had conceived a more “modern” design for his tomb. For men have always had a great interest in the erection of new structures and have exercised their critical faculties in imagining how they would have built them if they had been in charge. When the founders of Amherst carried through their formidable program of building between 1821 and 1835, when College Row in which today we take such pride was in process of erection, one among the “sidewalk superintendents” of the day made note of his criticisms and later put them into print for all to read. But his comments at the time were probably more pungent than the written record he later made. His name was Edward Hitchcock, and he was at the time professor of chemistry and natural science at Amherst College.

Edward Hitchcock was born in Deerfield in 1793 and had a common school education. He had hoped to go to Harvard, but serious trouble with his eyes made it necessary for him to forego a college education. Through an uncle he became greatly interested in science, and he spent his evenings after his work on a farm in the study of astronomy. When he was twenty-two, he became principal of Deerfield Academy, and served for three years. At twenty-eight he was ordained as pastor of the church in Conway. At thirty-two he was appointed to the Amherst faculty at a salary of \$700 a year. His appointment by the Board was made at the first annual meeting after the granting of the college charter in 1825, and the Board voted to allow him such time off during his first year “as necessary on account of his want of health.” He was in fact always in poor health. Hitchcock used his leave during this first year to study geology at Yale under Professor Silliman, the leading geologist of the day; and this brief residence at Yale was all the formal education on the college level that Edward Hitchcock ever had. The rest he taught himself. He became in 1830 the first state geologist of

Massachusetts, and in 1841 the state published his monumental *Final Report on the Geology of Massachusetts* in a quarto volume of eight hundred and thirty-one pages of text and fifty-one full-page plates, together with maps and illustrations, a copy of which is one of my prized possessions. In 1845, on the resignation of President Humphrey, Hitchcock was, on the nomination of the faculty, elected the third president of Amherst College. He served as president for nine years, saved the College from bankruptcy and extinction, and is now regarded (with Seelye) as one of the two great presidents the College has ever had.

Before we consider the buildings erected on the campus under Hitchcock's leadership, we must note his comments on the building program of the founders of the College. He didn't like it, and he said so with some vigor. He was never one to conceal his disapproval for reasons of diplomacy or taste. He was seldom *suaviter in modo*, though usually *fortiter in re*.

Of the three dormitories — North, South, and Middle Colleges — he remarks, "It [South] is without architectural ornament. Indeed I doubt whether any architect of judgment and taste was consulted. This was unfortunate, as the pattern thus started was followed by the two next dormitory buildings and the College Chapel. Hence they form an unsightly row of bricks and mortar — mere hollow parallelopipeds divided into compartments called rooms. Had some architectural taste been exhibited in the first building, it would have been copied, and almost without any additional expense. But to prepare men for the Christian ministry was the grand object, and everything not essential to this was conscientiously avoided. It was not until the erection of the Woods Cabinet [the Octagon] in 1848, that an exhibition of good taste in the buildings where young men are educated, was thought promotive of the main object instead of needless waste."

Of College Hall he said, "This also was constructed with such a sad want of taste, that it has ever been a byword and a butt of ridicule."

Of Johnson Chapel, "It was unfortunate . . . that the plan of this building did not pass under the eye of some competent and responsible architect."

Of the president's house, "The new house is indeed large, commodious, and in good architectural proportions. But in my judgment its location is not near as good for a president's house as that of the old one [on the site of the present Psi U house]. It is too near the College, and overlooks it too much, and is too much overlooked by the College. For a president should not be obliged to see every small impropriety of students, because he must notice them all; and this will be apt to awaken prejudice against him. . . . I have, therefore, always regarded

the building of this new house as unfortunate, although done from the very best of motives."

And the grading to the west of College Row also met his disapproval, for he adds that "If a landscape gardener had been consulted, he probably would not have advised the grading."

Hitchcock was critical of the founders not only as to their aesthetic judgment in design and materials, but on a major question of building policy. He did not believe in building dormitories. "I doubt the expediency," he says, "of the very common practice of laying out large sums for dormitory buildings in founding a new college. For almost any of our country villages, even one as small as Amherst, could easily furnish comfortable rooms enough for students to study and sleep in." His reasons were not purely the financial investment involved in housing the students in college buildings. He founded his judgment on the moral aspect of the question. "I know that the impression prevails widely," he said, "that it is far safer to the morals of students to have them congregated in large dormitory buildings than to be scattered through the community. I must say that my own observation for many years does not sustain such an opinion, but rather the reverse." He would have liked to have had the students scattered in "good Christian homes" in the village.

Harvard's early experience was the opposite. The Harvard Corporation a little earlier had erected an additional dormitory, because students who lived with private families were "less orderly and well regulated than those within the walls."

It would be difficult to find in college annals anywhere a more complete and outright criticism by a college president of the judgment exercised by his predecessors in the development of the college plant.

Edward Hitchcock was, however, not a president who was opposed to the use of college funds for the enlargement of the plant. On the contrary, one of his first plans on assuming the presidency in April 1845 was for a new building. In January 1846, he was in Cambridge to attend the inauguration of Edward Everett as president of Harvard College, and after the inauguration he found time to call on David Sears, the wealthy Boston philanthropist, to enlist his support for a science building for the College. Hitchcock, as a scientist, felt the need of such a building, and he had persuaded Professor Charles U. Shepard, who had been appointed as his successor on the faculty, to deposit his important scientific collection with the College, provided a fireproof building were erected to house it.

Sears was not interested and Hitchcock returned to Amherst discouraged. On the journey he met Josiah B. Woods of Enfield, and told

him that he had decided never to ask anybody for another dollar. Mr. Woods encouraged him and told him that he would attempt to raise the money for such a building. The Board, in August 1846, voted to erect "a cabinet of natural history & an astronomical observatory" of fireproof construction, provided \$5,000 could be raised by subscription. The Board voted, in addition, that the Stone Fund should be appropriated for the purpose, if needed, in case the full \$5,000 was raised by subscription.

The Stone Fund had come to the College as a legacy from Samuel Stone of Townsend. It had originally amounted to \$500, and under the terms of the gift it was to be used for the erection of a new building.

Josiah Woods, with the help of the president, succeeded in raising \$8,437, including the Stone Fund. The list of subscribers is incised in the simple slab of white marble in the hallway of the Octagon, and is as follows:

Abbott Lawrence of Boston	\$1,000
Samuel Stone of Townsend	920
John Tappan of Boston	300
Andrew W. Porter of Monson	500
Richard P. Waters of Salem	300
John Dickinson of Amherst	250
James T. Ames of Cabotville	250
Justin Ely of West Springfield	200
Thomas Bond of Springfield	200
Ichabod Washburn of Worcester	200
Daniel Safford of Boston	200
Samuel Lawrence of Lowell	200
Wells Southworth of West Springfield	200
Oliver M. Whipple of Lowell	200
E. B. Bigelow of Lowell	200
Samuel Williston of Easthampton	200
Alexander DeWitt of Oxford	200
Samuel A. Hitchcock of Brimfield	200
George H. Gilbert of Ware	200
Enos Dickinson of Amherst	200
Luke Sweetser of Amherst	200
Josiah B. Woods of Enfield	400
Phelps, Dodge & Co. of New York	200
Henry A. Sykes of Springfield	150
George Gill of New Haven	150
William W. Stone of Boston	100
Joseph Avery of Conway	100
Charles U. Shepard of New Haven	100
Joseph Walker of New York	100

Robert Cutler of Amherst	\$100
William B. Godfrey of Amherst	100
William C. Anderson of New York	100
Alfred Edwards of New York	50
Gerard Hallock of New York	50
Samuel Worcester of Salem	50
Aaron Warner of Amherst	50
Edward Dickinson of Amherst	50
William Dickinson of Worcester	50
John Leland of Amherst	50
J. S. & C. Adams of Amherst	50
Thomas Jones of Amherst	50
Leonard M. Hills of Amherst	25
William Kellogg of Amherst	25
John Sanford of Amherst	17

For the first time the College was receiving gifts from the substantial citizens of Boston, Salem, Lowell, and Worcester.

There were fourteen gifts from Amherst men: ten were townspeople; Warner was a member of the faculty; Shepard was a member of the faculty and an alumnus; Dickinson was treasurer; Leland, former treasurer. Two of the donors were trustees: Williston and Tappan. Sweetser was secretary of the Board. Bond and Porter were overseers; Josiah Woods was later to become an overseer.

The method Woods used in raising the money is interesting. He went first to Abbott Lawrence and other men of like standing in the eastern part of the state, and told them that it was a disgrace for a leader of science in America like Dr. Hitchcock to slave and starve in Amherst. When they inquired whether he was not overrating the abilities of Hitchcock, he told them that he had himself heard Charles Lyell, the distinguished British geologist, say that Hitchcock knew more geology and could tell it better than any other man he had met on this side of the ocean. Then he insisted on bringing Hitchcock down to call on them. Lawrence was convinced and thereupon led off with a subscription of a thousand dollars, and the remainder was soon raised.

The campaign had an interesting by-product. The interest aroused in the College among influential men in Boston removed some of the obstacles to securing a grant-in-aid from the legislature.

Abbott Lawrence (1792-1855) was born in Groton where his father had been one of the founders of the academy. He became a partner, with his brother Amos, in founding the firm of A. & A. Lawrence & Co., which became one of the greatest mercantile houses of the day. On his brother's retirement, he became president. He promoted various

New England railways, notably the Boston & Albany. The town of Lawrence was named for him. He served two terms in Congress, was one of the commissioners for Massachusetts who settled with Lord Ashburton the question of the northeast boundary. He declined both the secretaryship of the Navy and of the Interior in President Taylor's Cabinet, but later served as United States Minister to Great Britain. At about the time that he made this generous gift of \$1,000 to Amherst, he gave \$50,000 to Harvard to found the Lawrence Scientific School, a gift which was regarded at the time as the largest ever given to education during a donor's lifetime. In 1854, after his return from London, he was awarded the honorary degree of Doctor of Laws by Harvard. His younger brother, Samuel, gave \$200 toward the Woods Cabinet. A gossipy chronicler of that day remarks that "perhaps no family in New England has acquired property with greater rapidity and more uniform good fortune." Abbott Lawrence was reputed to be worth \$2,000,000, and his brothers were said to be worth \$1,000,000 each. The chronicler adds that Abbott Lawrence "is also dyspeptic," which must have constituted a bond with Hitchcock who suffered from this ailment most of his life.

Another Boston man in the list of donors is William W. Stone who was engaged in manufacturing enterprises in Lowell, "was a great pillar of the Orthodox Church," and was said to have a comfortable fortune of \$200,000.

Josiah B. Woods was neither a trustee nor an overseer when he rendered this signal service to the College. He was later to serve on the Building Committee for both the building for which he had raised the funds and Barrett Gymnasium. He became an overseer of the Charity Fund in 1850, and he later still gave a fund for the Woods Prize which is still awarded at Commencement. He was a businessman with important business connections in Boston.

The Board appointed as a Building Committee President Hitchcock, Samuel Williston of Easthampton, Josiah B. Woods of Enfield, General Mack of Amherst, and Deacon Porter of Monson. Williston had made a large fortune in the manufacture of buttons in Easthampton, had been elected to the Amherst Board by the legislature in 1841 and served continuously for a third of a century. I have told his story in my *History of the Endowment of Amherst College*.

David Mack (1778-1854) we have already met in an earlier chapter.

Deacon Porter of Monson, as he was always known, was Andrew Wood Porter. He was a member of the Board of Overseers from 1842 until 1864. He was for a long time the treasurer and the steward of Mount Holyoke Seminary, which he loved and provided for "as a

darling child," and he was generous both in time and money to Amherst. He and my grandfather were neighbors and friends.

It was a strong Building Committee, but it is clear that it was dominated by the president, and properly so, as the suggestion had come from him, the money had been given because of his distinction as a scientist, and as a scientist he would determine its use as a scientific cabinet.

The Committee selected as architect Henry A. Sykes of Springfield. Sykes, like many of his profession at the time, was both an architect and a contractor. Hitchcock describes him as "a man of consistent piety, of good taste, and thorough acquaintance with his profession." The order in which the qualifications are given is significant. Hitchcock has recorded the instructions he gave the architect, which, I suppose, are the most unusual ever given to an architect for the College. "I said to him," records Hitchcock, "I want you should make both the Cabinet and the Observatory octagonal, and of such dimensions as you can with the money we have on hand, taking care not to leave us a cent in debt. Adapt the building to the shape, size, and position of the hill, and give it such a form that other buildings can be added to it hereafter, without marring the plan."

The building was begun in the summer of 1847 and carried forward with dispatch. The supervision of the work in progress was undertaken by General Mack and Luke Sweetser of the Committee, though one may be sure that no detail escaped the watchful eye of the president. The walls were of brick covered with stucco both inside and outside. The building was fireproof in accordance with the standards of the day. The woodwork was done by Robert Cutler of Amherst and the stucco by George Gill of New Haven. Cutler, as we have seen, had contributed \$100 to the fund for the building, and Gill \$150.

Hitchcock remarks that in attempting to combine a natural history cabinet and an astronomical observatory, the Committee could find no example to inspect and study. But he adds that "the architect has succeeded admirably; not only in securing the scientific objects, but also in retaining to a degree almost defying criticism, the finest architectural proportions." The second floor was supported on four large iron pillars; the doors were of iron, weighing nearly half a ton each, and were made at the factory of James Ames at Cabotsville. Mr. Ames was a contributor of \$250 to the fund for the building.

The original building included only the octagonal tower and the two-story cabinet. The one-story octagonal room now at the west end of the Octagon and the wooden wing at the east were later additions.

Meanwhile the College had received other gifts of greater magnitude: the Williston Professorship of \$20,000, the Hitchcock Professorship of

\$20,000 (given by Samuel A. Hitchcock of Brimfield), the Graves Professorship of \$20,000, the grant from the Commonwealth of \$25,000, and the Sears Foundation of Literature and Benevolence. Williston had given only \$200 to the building fund, and Samuel A. Hitchcock had given a similar amount. But their endowment of the first professorships at the College had been generous, and had, in fact, turned the tide which had been ebbing for a decade.

At the annual meeting of the Board in August 1847, a Committee was appointed "to consider in what manner we should testify our gratitude to God and our benefactors, in view of recent favors to the College." There is a poignancy in the minutes of this meeting, at which the Board realized that the College which had been founded with such high hopes and in such complete confidence that the undertaking would receive the blessing of Divine Providence, and which had so nearly become bankrupt, was now saved to carry on its high purpose. The Committee reported that "at such time as the president and professors shall regard as suitable, a public meeting be held in Amherst, with an invitation to the friends and benefactors of the College to be present, and that Hon. William B. Calhoun be requested to deliver an address on the occasion."

Calhoun was a graduate of Yale and a leading lawyer in Springfield. He had already served ten years in the legislature, the last two years as Speaker, and then entered Congress. He was a trustee of the College from 1829 until 1865. In 1858 the College conferred on him the honorary degree of Doctor of Laws.

The meeting was deferred until June 28, 1848, in order that the cabinet and observatory might be completed and the cabinet filled with the scientific collections of the College. The president opened the meeting with an address of welcome and of gratitude to God and the benefactors. Mr. Calhoun in his address said: "The waning fortunes of this Institution have for years brought to our hearts gloom, despondency, almost despair. Heaven again beams upon us with blessings. To heaven let us not cease to offer the incense of thanksgiving."

The president then called for brief addresses by Governor Armstrong (trustee from 1834 to 1850), Josiah Woods, Samuel Williston, Professor Silliman of Yale, Professor Shepard of Amherst, William C. Redfield, and President Wheeler of the University of Vermont. Letters were read from others who could not be present.

Samuel Turell Armstrong (1784-1850) served an apprenticeship as a printer in Boston, and then set up his own establishment. He was uncommonly successful, "made a fortune out of Scott's Bible," and retired as a relatively young man after accumulating a fortune esti-

mated at \$200,000. He served in the legislature, as lieutenant governor, as acting governor, and as mayor of Boston. Governor Armstrong was one of the few public men in Boston at the time who was an orthodox Congregationalist, as most of the leaders had gone over to Unitarianism.

It was a day of jubilee, celebrating the deliverance of the College from overwhelming debt after a quarter century of struggle. To those who know at first hand the early history of the College, no building, with the possible exception of South College, had as profound and poignant an emotional connotation. Tyler, writing a quarter century later, entered his "public protest against any hasty or needless removal of this building." And I confess that when, a half century after Tyler's comment, I came to know intimately the buildings of the College in the 1920's, I never entered the Octagon without a feeling of reverence for the white marble tablet in the hallway which records in stark simplicity the deliverance of the College.

The cabinet was named by the Board the Woods Cabinet, in honor of Josiah Woods, and the observatory was named the Lawrence Observatory, in honor of Abbott Lawrence, who had made the largest single contribution. While the building has long been known as the Octagon, and while this name is too firmly embedded in tradition to change, I caused the name, "Woods Cabinet," to be placed on the main entrance when we made extensive changes in the interior a few years ago. Josiah Woods deserves to be remembered by Amherst College and Amherst men.

President Hitchcock must have been not a little surprised at the public response to his architectural innovation, which his son, Charles Henry Hitchcock, later a distinguished professor of geology, describes as the "Yankee Order of Architecture." For the president remarked that when the building was finished, "some of our good friends who have never seen the architecture of Europe, were greatly scandalized because the building had so many angles, and its longer axis or front was not perpendicular to the face of the row of buildings behind, but quite oblique, conforming to the crest of the hill."

He adds, "But gentlemen who have studied the architecture of Europe, and the effect of form and position, have again and again expressed to me their admiration for this building in connection with its surroundings. Nor will future additions to this pile detract from its harmony and beauty, if made by a skillful architect. This is the first building on the College Hill that showed anything like architectural symmetry and effect, except the president's house. It is no wonder that it should greatly disturb the ideas of a man whose highest notion of architectural beauty is a right angle and a parallelopiped." The presi-

dent believed that the best defense was a spirited attack on the narrow ideas of his critics, and he put his position squarely on the record for possible critics in future generations.

Where did this distinguished scientist, this savant whose reputation extended across the ocean to Europe, acquire his ideas of architecture? Not from Sykes, the Springfield architect, for he told Sykes what type of exterior design he wished and expected to have. And not from European travel, for he did not go abroad until late in life.

Happily, we know the answer, and the answer makes an interesting story in itself. He took his architecture direct from Orson Squire Fowler, who had graduated from Amherst College in the class of 1834, and who spent his life in writing and publishing. He wrote on phrenology, matrimony (he married three times), education, architecture, heredity, and human science. He published twenty-one books on phrenology, thirty books on the hydropathic water cure, ten books on mesmerism and psychology, six books on phonography, twenty-two books on psychology, and nineteen books on miscellaneous subjects, including immortality, labor, wages, population, women's education, and the power of kindness. His interest in phrenology he communicated to his distinguished classmate, Henry Ward Beecher, and Beecher gave the subject much public advertising.

Architecture was, however, one of the main interests of the discursive Fowler. He early became convinced that the octagonal form was desirable in construction, both for reasons of economy and for reasons of health. He built a large house for his own occupancy on the Hudson River in Fishkill in the octagonal form. He experimented with various adaptations of material to this form. And finally he published the definitive work on the subject. Let me quote the title page of the 1854 edition, which we have at the College:

HOME FOR ALL
or
THE GRAVEL WALL AND OCTAGON MODE OF BUILDING
and

Adapted to Rich and Poor
by

O. S. Fowler
Author of Various Works on Phrenology
"There's No Place Like Home"

New York
Fowler & Wells Publishers
131 Nassau Street
1854

While the first edition of the book, in 1849, did not appear until two years after the erection of the Woods Cabinet, Fowler had been publicizing his ideas on the subject for many years. And President Hitchcock not only adopted Fowler's program for the first college building he built: he added an octagonal structure to his own home on South Pleasant Street, the present Kingman house, which stands to-day. Here and there in New England and New York one still comes upon houses built in the octagonal form as recommended by Fowler.

Hitchcock had installed in the Woods Cabinet the scientific collections of the College. These were already notable. In the same year, 1848, the College published *A Popular Description of the New Cabinet and Astronomical Observatory for the Use of Visitors*. While it was published anonymously, we know from his son that Hitchcock prepared it. It is an amazing document of twenty large pages of fine print in double columns. Here we can do little more than note the different collections which our distinguished scientific faculty had brought together. They are listed and described in the following order:

1. Rocks of Continental Europe	600 specimens	
2. Rocks of England	600	"
3. Missionary Collection, chiefly from Asia	about 1,200	"
4. Collection from the West Indies		
5. Rocks of the United States	1,500	"
6. Rocks of Massachusetts		
7. Rocks of Connecticut		
8. Rocks of Vermont	over 1,200	"
9. Fossils of the Paris Basin	124	"
10. Polished Marbles, Alabasters, Porphyries &c.	172	"
11. Organic Remains from Europe	500	"
12. Fossil Footmarks and Rain Drops	250	"
13. The Shepard Collection of Astrolithology		
14. The Shepard Collection of Mineralogy		
15. The Shepard Collection of Geology		
16. Zoological Collection of Mammals, Birds, Reptiles, Fishes		
17. Molluscs from Jamaica	10,000	"
18. Insects	10,000	"
19. Crustacea	100	"
20. Echinodermata	100	"
21. Botany	1,000	"
22. Paleontology	250 fossils	

The Amherst science faculty at this period included four extraordinary men: Hitchcock, who served the College from 1825 until 1864; Charles U. Shepard, who served from 1845 until 1877; Charles Baker Adams, who served from 1847 until his untimely death from yellow fever in the Virgin Islands in 1853; and Ebenezer Snell, who served from 1825 until 1876. Three were graduates of the College: Snell in the class of 1822, Shepard in the class of 1824, and Adams in the class of 1834. Snell's reputation was primarily as a teacher. Hitchcock, Shepard, and Adams were widely known for their original investigations.

Adams' collection of molluscs was acquired by the College on his death, and was recognized by Louis Agassiz as the outstanding collection of the time. As Amherst had no scientist in this field in later years, the College deposited the collection in 1942 on loan to the Museum of Comparative Zoology at Harvard. In 1950 Harvard published a scholarly study and catalogue by William Clench and Ruth D. Turner, entitled *C. B. Adams — Western Atlantic Marine Shells*.

Hitchcock and his colleagues continued to enlarge the scientific collections of the College. In 1853 Professor Edward Hitchcock, Jr. ("Old Doc"), presented the College with a collection of Indian relics which he later enlarged to contain some eleven hundred items. In the same year President Hitchcock gave the College his unique collection of fossil footmarks which Professor Shepard had appraised at \$3,500. Writing in 1863, President Hitchcock estimated the value of the collections owned by the College at about \$35,000 and the value of Professor Shepard's collection deposited with the College at \$50,000.

Two years after the dedication of the Woods Cabinet, a movement was started to provide the College with an adequate building for a library. In 1844 David Sears had established the Sears Foundation of Literature and Benevolence and the deed of gift required that a part of the income be expended each year for the purchase of books. At about the same time, John Tappan, a trustee from 1833 till 1854, gave \$4,000 for the same purpose. I have told the story of Sears and Tappan in my *History of the Endowment* of the College and need not repeat it here.

Then, in 1850, three friends of the College in Salem held an informal meeting and decided to start a subscription for a library building. They were led by Judge Jonathan C. Perkins of the class of 1832. Perkins (1809-1877) after his graduation studied law with Rufus Choate, with Leverett Saltonstall, and at the Harvard Law School. He practiced his profession in Salem, served in the legislature, and later as a judge. He was a member of the Board of Trustees from 1850 till 1877. In 1867 the College conferred upon him the honorary degree

of Doctor of Laws. The others who participated in the meeting were Richard P. Waters of Salem, who had contributed \$300 to the fund for the Woods Cabinet, and Judge Huntington. At about the same time George Merriam of Springfield, one of the founders of the firm which for a hundred years has published Webster's Dictionary, subscribed \$1,500 for the same purpose.

Bela B. Edwards brought the matter before the Board at its annual meeting in 1850. Edwards, we have seen, was a member of the class of 1824. He had been a tutor at the College for a year, had studied at Andover Theological Seminary, and was now professor of Biblical Literature at Andover. He was a trustee of the College from 1848 until his death in 1852, and was the first alumnus elected to the Board.

At the annual meeting on August 6, 1850, the Board voted to appoint a committee made up of Bela Edwards, Williston, Calhoun, Vaill, and Henry Edwards, to consider the expediency of procuring funds for a library building, and, if they deemed it expedient, to "devise, mature & carry out some plan to accomplish the same."

The Committee went promptly to work and prepared a circular, signed by the Committee, and issued by a group of sponsors. The sponsors included John Tappan, a trustee and a businessman in Boston; Professor Edwards A. Park of the faculty of Andover Theological Seminary and a colleague of Edwards; Rufus Choate, the leader of the Boston bar; Frederick Dan Huntington of the class of 1839, at this time pastor of the South Congregational Church in Boston and later to become a professor at Harvard and a bishop of the Episcopal Church; and Nehemiah Adams, pastor of the Essex Street Church in Boston and a leader in public affairs in the city.

A copy of the circular, dated March 7, 1851, has been preserved in the Hitchcock Memorial Room and is interesting to read today, when colleges throughout the country are engaged in fund-raising campaigns. The Committee emphasizes the importance of a proper library for the undergraduates, for the faculty, and for the ministers in the western part of the state. It points out that there was then no valuable public library in the four western counties of Massachusetts and none in "the contiguous parts of the adjoining states." It adds that the churches in Providence had recently given \$1,000 to Brown University for the purchase of two hundred volumes of the works of the Christian Fathers, specially for the use of the Providence ministers. It closes with the statement that the present is an opportune time to enlarge the library "in consequence of the political disturbances of the past two years" in Europe, which have brought on the market at low prices a large number of important European books.

The work of actually soliciting subscriptions was delegated to Professor William S. Tyler of the class of 1830 (professor from 1836 until 1893) and Professor George B. Jewett of the class of 1840, who was professor of Latin and modern languages from 1850 until 1855. In the Hitchcock Memorial Room is a large volume bound in full leather entitled "Donations to the Library of Amherst College." There were two hundred and ninety-six gifts for a total amount of \$20,884.90. The largest gifts were \$3,000 from Samuel Williston, \$1,500 from George Merriam, \$500 from David Sears, and \$400 from John Tappan. Thirteen Congregational churches contributed about \$984, and ten religious boards gave \$220.

The subscription list includes a number of distinguished names: Edward Everett and Jared Sparks, both presidents of Harvard; Charles Sumner, United States Senator; Caleb Cushing, Rufus Choate, Josiah Quincy, Jr.; Francis Parkman and William H. Prescott, the historians; Henry Wadsworth Longfellow, poet; and Harper & Brothers, Dodd, Appleton, Little & Brown, all publishers. Some of the subscriptions were paid in books. Four of the Amherst professors gave \$100 each, which was a large gift for a teacher on a salary of \$800 a year. In running down the list, I was interested to observe the name of my great-uncle, Horatio Lyon of Monson, who contributed \$100.

Josiah Quincy, Jr., like his father, became mayor of Boston. He married "a lady of property," held many lucrative trusts, and accumulated a fortune of \$400,000. He is described as "a desperate punster" and was a popular public speaker. Parkman and Prescott, the historians, were both men of substantial inherited fortune.

On the question of the site of the proposed building there was vigorous disagreement in the Board. Three different locations were proposed: the location south of South College, where Appleton now stands; this had been graded years before in accordance with the original plan of Professor Abbott. A second site, urged more vigorously and adopted by the Building Committee, was about half way between the Octagon and the site of the present Williston. The third site, urged by Bela Edwards with great vigor, and finally adopted by the Prudential Committee (which thus overruled the Building Committee), was the present site of Morgan Hall. This had belonged to the College, had been sold to the First Parish when College Hall was built, and now contained the parsonage. This was a two-story, mansard-roofed house, divided to make a two-family house. On the south side lived Mr. Colton, the minister; on the north, a Mrs. Smith, who took boarders.

Bela Edwards, whose vigorous argument for the present site carried the day, put his ideas in a letter which I have before me. He seems to

have agreed with Hitchcock on the subject of College Row, for he says, "I should earnestly deprecate the erection of any more buildings on the model of the three now standing. To all persons of good taste, as I think, they are uncouth, unsightly masses of brick and mortar, simply to be tolerated because they are useful, and because they are a no greater deformity than are found at some other colleges. . . . Far better that a vicious original plan remain unaccomplished."

He then argues that to place the library close to the dormitories would expose it to serious fire risk, because students "are proverbially careless in regard to fire." And he follows with the argument that if the library were placed near the dormitories, visitors from away, ladies especially, "would shrink from coming into such close vicinity with a company of young men, and always containing those who are noisy and insolent."

He concluded with a paragraph on good taste. "This matter of taste is just where the College is weakest, and needs most to be strengthened. The College has substantial qualities, knowledge, science, etc., but there has been, as all acknowledge, from the beginning, a serious deficiency in respect to taste, true culture, etc. Now is the time to help to put away this reproach, by erecting a neat, handsome, not expensive, building of stone, away from the other edifices."

The question of design was complicated by a generous offer from Mr. Williston who took no sides on the question of location. He wrote the Board that if they added a lower story to the library for a zoological cabinet, he would add \$2,000 to his gift. One suspects President Hitchcock of attempting to get more space for the College's scientific collections by suggesting to Williston this offer which would, of course, tempt the Board. Apparently the architect was unable to include this extra story.

The Prudential Committee bought the parsonage, engaged Mr. Sykes, who had done so well with the Octagon, as both architect and contractor for the library, and proceeded with the construction. It was begun in 1852 and finished in 1853. The material was Pelham gneiss, and Hitchcock remarks that this was the first time such a use was made of this stone. The style of architecture is today called Tuscan. The craftsmen who laid the stone secured a beautiful effect by the way they spread the mortar, which has a pinkish hue, between the courses of gneiss.

On November 22, 1853, the Library was dedicated by appropriate exercises in the village church (College Hall). Professor Haven gave a brief sketch of the history of the enterprise and Professor Jewett composed "an elegant Latin Ode" which was read by the professor and

then sung by the choir. The principal address was delivered by Professor Park of Andover on *The Importance of Aesthetic in Connection with Religious and Moral Culture*, and the undergraduate report remarks that the address was characterized "by uncommon force and brilliancy." Unhappily, Bela Edwards, whose drive had made the building possible, did not live to see his cherished dream for his alma mater fulfilled.

At the close of the exercises the College conferred the honorary degree of Master of Arts on Mr. Sykes.

The cost of the land and building was about \$11,000.

Meanwhile, the health of the president had been deteriorating seriously. In 1850 he and his wife had gone abroad on a six months' leave voted by the Board and had made an extended tour of Europe. He had come back much refreshed, but before long both his health and spirits flagged again. At a special meeting of the Board, which he called for the purpose on July 11, 1854, he tendered his resignation. On November 22 of the same year, he delivered his valedictory address on the occasion of the inauguration of William Augustus Stearns as the fourth president of the College.

In this address he was able to announce a gift of \$10,000 from the trustees of the estate of Samuel Appleton, the Boston philanthropist, for another scientific cabinet. He had presented his appeal to the trustees of the estate in a letter a year earlier and had received their answer announcing the gift only the day before he left the presidency. Tyler remarks that "there is reason to believe that confidence in the wisdom of the new president conspired with admiration for the genius and science of his predecessor in securing the donation." He adds that "the donation, while it formed a brilliant and appropriate finale to the retiring administration, furnished also an auspicious omen for the incoming presidency." Hitchcock was to remain on the faculty and was given "almost entire control and superintendence of the new building."

Samuel Appleton came from sturdy New Hampshire stock, was raised on a farm, and had had little formal education. He moved to Boston and founded his own business first in importing and later in manufacturing. He accumulated a fortune which was said to amount to a million dollars, and, having no children, he turned to philanthropy. He was said at the time to give away more money each year than any other man in Boston.

The Building Committee consisted of Hitchcock, Williston, and Professor William S. Clark. Clark (1825-1886) had graduated from Amherst in the class of 1848 and taken his doctorate in Germany. He was appointed professor of chemistry at Amherst in 1852 and served until 1867, when he became president of Massachusetts Agricultural College.

The Committee selected Sykes as the architect, and Hitchcock persuaded the Committee to recommend a location just west of the Octagon. The Committee was overruled by the Prudential Committee, however, and Appleton Cabinet was placed south of South College on the site which had been graded a score of years before and which had been marked as a site for an important college building on the plan of Jacob Abbott. Luke Sweetser was the man responsible for the action of the Prudential Committee. He astutely offered the College \$1,000 for a new lecture room for geology to be added at the west end of the Octagon, and Hitchcock realized that he could now get both the Appleton Cabinet and a new lecture room for his department and so shifted his weight to support the present location of Appleton. The new lecture room was built in octagonal form to conform to the remainder of the building.

The building was built by George P. Shoals of Easthampton and cost \$10,000. The expensive cases for specimens on the second floor were given by Williston, the others were made at the College.

Two years later Hitchcock, now a professor again, persuaded Enos Dickinson of South Amherst, "an industrious and substantial farmer, of superior intelligence, of firm and consistent piety, and liberal in his benefactions," to give \$567 to erect a wing on the east end of the Octagon. Dickinson had been a constant attendant at the old church which had stood on this site when the College was founded. This wing was called the Dickinson Nineveh Gallery and the name was inscribed on a marble tablet. For many years it housed the Nineveh tablets which Henry Lobdell had acquired for the College.

Appleton Cabinet was erected in 1855. It was one hundred and ten feet long and forty-five feet wide and two stories in height. On the east end a classroom was attached, giving an opportunity to the faculty to dub it an example of the "protuberant style of architecture." The main structure was unheated.

The Octagon was used by the department of geology until 1908, when the Biology-Geology Building was erected. Since 1908 the Octagon has been the home of the department of music. Appleton continued to house the scientific collections until the 1920's, when it was entirely reconstructed, at a cost of some \$100,000, as a three-story recitation building.

Hitchcock had been president of the College for nine momentous years. He had accepted the presidency when the institution was so near dissolution that the two men first chosen by the Board to head the College had declined in the belief that it had not long to live. When he left office, the foundations of the College were secure. The

college plant had been enlarged by the Woods Cabinet and Lawrence Observatory and the Library, and he had secured the funds for Appleton. But the reputation of the College had been enhanced even more than the endowment and the additions to the plant. For this we must accord a large share of the credit to Hitchcock and to the men he brought to the faculty.

As one reads Hitchcock's words today, one is reminded of the New England philosophy of Calvin Coolidge. "My principle," says Hitchcock, "was never to take one step toward the erection of a public edifice till the entire funds were in our hands. In all the buildings which I was the means of erecting subsequently I acted on this principle, and am satisfied that it is the true one, both prudentially and religiously."

The Board sometimes drove a hard bargain with their president. At a meeting of the Prudential Committee on December 8, 1851, the president proposed that the partition between the Rhetorical Lecture Room and the President's Lecture Room on the west side of the second floor of Johnson Chapel be removed to make one large room for religious meetings and other purposes. These are the rooms now occupied by the president's offices. Estimated cost was \$50; estimated saving, \$25 a year. The Prudential Committee approved, provided the president guaranteed that the cost should not exceed \$50 and provided the president agreed to replace the partition at his own expense at any future time on request of the Board. The president agreed.

His son, Edward, Jr. ("Old Doc"), in his unpublished notebooks makes some interesting comments on his father and his scientific colleagues which are worthy of preservation.

"One peculiarity of my father ought to be remembered by his college friends, for to much of his success that feature was a leading power. He inherited a despondent, humiliating temperament from his mother. They depreciated their abilities & power & worthiness to a very great & wrong degree. In anything except trifles I never got a decided yes or no in my requests from him. . . . He was timid & self-distrustful & then was not sure that the Lord was on his side & he would often say 'I don't think we shall succeed' or 'It is hardly worth while to try' & yet he would go to work exactly as if he knew he would succeed. He was timid but hopeful. In begging for money & he did a lot of it, he generally told the approached that he didn't really suppose he would help him but the need was great & he need not fear to refuse the request.

"During his administration my father saw gathered to the college money & educational appliances to the amount of \$100,000, and in those days it was a big sum. And he got it because everybody saw he

was honest, self sacrificing & zealous in a very modest & diffident way. And he did get hold of the money of such men as Amos and Abbott Lawrence, J. B. Woods, Samuel Williston, John Tappan, R. P. Waters & the like.

"A good deal of my father's help to the College came from the fact of his being the very early one of the state geologists & the discoverer of the science of ichnology. And the securing of the state collection of rocks & minerals & the missionary collection gave much zest to his department & prestige to the college in those early days. . . . His class work was fertile, not by the hard work he made the students do, but by the many illustrations & specimens which he could shew & the fact that he had discovered many of these things himself.

"His discoveries of the Tracks set him up well outside of college with scientific men. But his books & lectures on the Religion of Geology established a wide reputation for him on both continents.

"But he did not like the discipline of college students, nor the discussions & scrimmages with his Faculty when he was President. Faculty meetings shortened his life & would have killed him had he not got out of the Presidential chair."

"Old Doc" has also given us his impressions of Hitchcock's two scientific colleagues, Professors Adams and Shepard. "Professor Adams brought the best collection of shells then in existence this side of the Atlantic. And he had the first and open field for the conchology of the West Indies & practically held the field till his sad death. He gave a course of lectures on conchology which not even Agassiz could come up to. . . . Those lectures were to my mind the best prepared and arranged lectures which we heard in college. . . . And the collections in Appleton Cabinet, as he got them in shape before he died, were just superb. And think of those thousands of labels of shells, which were every one written & placed on their trays by the man himself, for he had precious little help from anyone. . . . He stuck to his work day & night & many was the night when his light in No. 5, South College was the last one out. But he neglected himself & his family & he died of fever (yellow)."

"Prof. Shepard was his counterpart in almost everything. Adams was valedictorian & Shepard not specially gifted in general scholarship, though ever a master of the choicest & most refined language. They lived for years in the house which always went by the name of the Shepard House on the present Chi Psi site.

"Prof. Shepard's collection of minerals & meteorites was as fine & unrivalled as was Prof. Adams' shells, bugs, & animals. It was more of a jewel & ornament to the College than were the shells. And then

Prof. S was such a polished & ornate gentleman that the lift he gave the college was not inconsiderable. And the meteorites it was credibly affirmed were equalled by no collection anywhere save at the British Museum. And he did constantly keep on adding beauty after beauty & gem after gem for everybody's delight.

"He was an example of the most intelligent enthusiast in the work of his life. And both he & his sister, Mrs. Lucius Boltwood, did an immense deal in the refining influences of Amherst & town society. And as he went to Europe certainly as often as once in two years, he imported to us all a little of the foreign distingué air of living. Prof. S never went to prayer or faculty meetings. And he once remarked to me that religion was only a veil, a very thin veil that a person threw over himself.

"But his real instruction in science to the students was not great. He had such a gift of polished verbiage & he had travelled in Europe so much that he gave delightful lectures which anybody would like to hear . . . and he always attracted the students to hear him. He would have a story to tell about many of his specimens which was as interesting often as was the pretty stone itself."

As we take leave of President Hitchcock — scientist, administrator, builder, and savior of the College — we may note that he is the only president of Amherst College in its history whose biography appears in the current edition of the *Encyclopaedia Britannica*.

Chapter IV

“CHRISTIAN AESTHETICS”

William Augustus Stearns was inaugurated as the fourth president of Amherst College on November 22, 1854.

The undergraduate paper in commenting on the new president in its report of the inauguration ceremony remarked that “his elegant & commanding appearance, his beautiful diction, his manly, comprehensive, vigorous thought, won for him in the estimation of all, the reputation of a literary character of no ordinary merit,” an anticlimactic conclusion after such a build-up. But we recall that this estimate was made by the undergraduate reporter after listening to Hitchcock’s valedictory address lasting an hour and the inaugural address of the new president lasting an hour and a half.

President Stearns’ background and experience were widely different from those of his predecessors. He was born in Bedford, Massachusetts, not far from Concord, in 1805. His father and both grandfathers were ministers. He prepared for college at Phillips Academy, Andover, and graduated from Harvard with honor in the class of 1827. His classmate and friend, Cornelius C. Felton, later became president of Harvard. After college Stearns took the full theological course at Andover, and then taught for a short time in Duxbury. In 1831 he became pastor of the church in Cambridgeport, and remained there for twenty-three years, until his election to the presidency of Amherst.

Hitchcock had been passionately devoted to the advancement of science, though he was always a profoundly religious man too. As a scientist, Hitchcock’s mind was open to new ideas in other fields, ideas which he was eager to put into practice and subject to the test of experience. And Hitchcock was eager to have his students’ minds open to the new ideas of his day. Stearns’ prime interest was religion. He had not been infected with the new ideas of Unitarianism which had captured the loyalty of so many in the eastern part of the state. He was essentially a conservative. The call to Amherst offered him the opportunity to continue the good fight for the religion of the fathers in the strategic sector of a college which had been founded to educate



Appleton Hall in the 1870's



Appleton in 1950; note added story and remodeled face



East College, built in 1858 and razed in 1883, stood on the present site of James and Stearns Dormitories

ministers, and which had been sending about half of its graduates into the ministry, a higher proportion than any other New England college. There was the further fact which could not have escaped his attention: ninety-six per cent of the ministers graduated from Amherst were Congregationalist; less than one per cent were Unitarian; less than one per cent, Episcopalian.

Stearns thus differed widely from Hitchcock, but he also had an entirely different background from Humphrey. Humphrey was the son of a farmer in the western part of New England; he went to school in the winter, if there was a school; otherwise he worked on the farm. He was largely self-taught except for two years at Yale. His experience in the ministry was in a country parish far from the centers of New England culture which was having such a rich awakening in and around Concord and Boston. Stearns, on the other hand, had lived all his life near Boston, had been brought up in a minister's family, and had had the best that a fine old academy and Harvard and Andover Theological Seminary could offer. His life as a minister had been in a large city church in the shadow of Harvard and just across the river from Boston. Every advantage that Boston and Cambridge and Concord could offer was ready at his hand. The schools in Cambridge, at which his children were educated, were reputed to be the best in the country. All this he relinquished because, as he said in his letter of acceptance of the Amherst presidency, he had "a pleasing consciousness of acting in the case under the directing influence of an overruling Power."

The three men also differed widely in personality. Humphrey was a serious-minded Calvinist, often irritable, lacking in humor, stern in the discipline of students, and unsympathetic with the vagaries and the ebullience of young men. Hitchcock was impulsive and exciting. He, too, was often irritable, largely, I suspect, because he suffered from dyspepsia and other ailments. But he was not a stern disciplinarian; he preferred to handle the student body by persuasion, and he had great patience with "a black sheep." In this he was very much like his son, "Old Doc," who became so much beloved by generations of students, and who was held in particular affection and almost reverence by the alumni who had been more or less "black sheep" in their undergraduate days. Stearns was gentle and courteous and wise; he had a pleasant vein of humor, he did not easily take offense, and he was quick to forgive. He made many friends and few enemies. He did not, however, have the powerful personality of his immediate predecessor or of his immediate successor in office, and he did not make the lasting impression on his students that was made by Hitchcock and by Seelye. Students never forgot Hitchcock or Seelye, even when the stu-

dent himself had become an old man and "his" president had long since been gathered to his fathers.

Stearns had been president a little over a year when he put on paper his ideas as to the needs of the College. On January 30, 1856, he wrote a long letter to Samuel Williston in response to the latter's request "in reference to the future of Amherst College." He discussed the need of endowment for the salaries of the teachers and administrative officers, scholarships, larger funds for the acquisition of books for the library, the endowment of a pastorate for the religious work of the College, and buildings and grounds. The subjects have a familiar ring; every president of every college has felt the need of more funds in each of these fields. About one half of the letter deals with buildings and grounds, and it is this we are now interested in considering in some detail.

Stearns' opening sentence in the pages devoted to the subject gives us the key to his attitude on the development of the college plant. "We need here," he says, "the means for the cultivation of Christian *aesthetics*, in a much higher degree than heretofore" (italics his). "I mean the science of the *beautiful*, especially in its Christian relations," he continues. And he adds, "I should be hardly willing to say, even in the strictest confidence to you, my dear Sir, that the greatest defect of this College, as compared with Cambridge, Yale & even Williams, could be justly expressed by the word vulgarity. It is too strong a term. . . . Our surroundings, the mountains & scenery about us are good teachers, & we can give good instructions in the department of taste & manners. But we need to do more for these ends, in our immediate premises."

In the paragraphs which immediately follow, Stearns outlines what in his opinion should be done. "Let then all our buildings & grounds be put into a tasteful & attractive condition. Particularly the recitation rooms, some of which are now disgraceful to us, & would be deemed intolerable in almost any school here in the eastern part of the commonwealth, should be fitted up, or new ones constructed so as to be both decent & comfortable.

"The Cupola should be taken from the roof of the Chapel, where it now both injures the building & gives a somewhat vulgar effect to the general aspect of the hill, & instead of it, an entrance way of good architectural proportions should be built up from the ground, rising in the form of a steeple or tower, with clock & bell upon it.

"The grounds should be laid out, walks completed, trees & shrubbery set, lands enriched, & everything put in appropriate & attractive order.

"The College needs also a Chapel, erected for & devoted exclusively

to religious purposes, as they have at Bowdoin, as they are going to have at Cambridge, as they will have ere long at other colleges. Here, in this building consecrated to God, I would have the Sabbath worship, morning and evening devotions, social prayer meetings, & all other strictly religious exercises & *nothing else*. . . . Our College Chapel as now used is anything but a sacred place. Declamations, exhibitions, with clappings & hurrahs, & all the dirt & vulgarity which results from coarse and constant usage makes it seem more like a town house than a meeting house."

Better classrooms, a face-lifting for Johnson Chapel, a new church building, walks and drives, and the planting of trees and shrubbery — a relatively modest program. In the twenty-two years that Stearns served the College as president, he was to see the attainment of these objectives, except for the face-lifting of Johnson Chapel; and in addition there was to be the construction of a gymnasium and a dormitory.

One cannot fail to note the use of the words "vulgarity" and "vulgar" three times in as many paragraphs, and one may assume without risk that the gentle president who was used to the refined atmosphere of Cambridge and Boston was not a little disturbed by that "want of refinement in feelings & manners which ought to characterize Christian scholars & gentlemen" which he found among "the rough strong scholars" in the College. A little later in the same letter he adds, "That the ministry has been somewhat vulgarized, in our day cannot be denied." And he points out to Mr. Williston, that "because so many of her [Amherst's] students, sustained by charity, come from families which have not had the best opportunities for this kind of culture," Amherst has an unusual opportunity.

Perhaps the president, whose home in Cambridgeport was not too close to the Harvard Yard, was out of touch with the current model of Harvard undergraduate. And we know, in addition, that student discipline at Amherst at the close of the Hitchcock administration was a little out of hand even in the opinion of the Amherst Board of Trustees. In any event, we can see that the president's letter came dangerously close to being undiplomatic when addressed to the richest and most benevolent member of the Board, who himself was the product of a small town in the western part of the state and who had not had the advantages either of a college education or of mingling in the refined society of Cambridge scholars and gentlemen. Mr. Williston himself was something of a rough diamond, but he does not seem to have taken offense.

It is interesting to speculate on what President Stearns meant by the phrase "Christian aesthetics" and "the science of the beautiful, es-

pecially in its Christian relations." Is he making a distinction between the architecture of Christian times and pagan architecture, as represented by Greek and Roman models, and is this the reason for wishing to replace the stately Doric columns on the west portico of Johnson Chapel? Or is he using the word "Christian" to express the idea of ecclesiasticism? For the mid-nineteenth century was witnessing the decline of the Greek revival in American architecture and the rise of the Victorian Gothic. Upjohn had come from England and designed Trinity Church in New York City, and Ruskin's influence was to make Gothic universal in church design.

Stearns had referred to the fact that Harvard was about to have a new chapel, and he was right. Harvard had become dissatisfied with its stately chapel room in University Hall which had served it well since 1815 and which had been designed by Bulfinch. In 1858 it completed Appleton Chapel, the funds for which had come largely from Samuel Appleton, the Boston merchant whose generosity had made possible the gift by his trustees of \$10,000 to build Appleton Cabinet at Amherst.

A year after Stearns wrote this letter to Williston, the College suffered a major disaster. "Old" North College, built in 1828 from money borrowed from the Charity Fund, was totally destroyed by fire. The building had cost about \$10,000 when built and now represented an investment of about \$12,000. It was insured in the Merchants' and Farmers' Company of Worcester for \$5,000. The loss of student property amounted to another \$2,000. The fire started in the room of Dick Mather, '57, later to become Professor Richard Mather, who was a member of our faculty from 1859 until 1890.

The story of the fire is graphically told in the Amherst Collegiate Magazine, published by the student body. "On the evening of Monday, the 19th of the last month [January 19, 1857], at about half past eight o'clock, the students of Amherst College and the people of the town were startled at the alarm of fire. For twenty-four hours previous a violent storm had been raging, and on that night the air was full of drifting clouds of snow, while the ground was covered with drifts of from two to four feet deep. The wind blew a heavy gale from the N.W., and the cold was intense, the thermometer ranging zero or below. The cry of fire and the wild clanging of the bells are always startling and inspire a kind of heroism which impels us to yield at once to our first, greatest, and only impulse, to reach the spot and fight the flames; but upon this fearful night the alarm was full of terror.

"The fire is supposed to have originated in the third story, S.E. corner room of the North College building, as the flames first made

their appearance there. The occupant of the room went out about an hour before the flames were discovered, leaving the fire (which was in an open fire-place), as he thought, in a condition of perfect safety. No blame can be attached to him for carelessness. The conflagration had proceeded so far, when discovered, that the whole interior of the room was in flames; and to draw water from a well, in a single bucket, carry it by hand and thus extinguish the fire, proved impossible. The village engines, when at length they arrived through the deep snow, owing to the intensity of the cold or to some other cause, could not be made to work. All hope of saving North College was thus given up.

"There was great danger that the flames would be communicated to the next building, in which event they would have swept college hill of every edifice upon it, except perhaps Woods Cabinet. A line was formed to pass water in buckets from a fire well at the foot of college hill, by which means the roof, windows, and end of the building adjacent to the fire were kept wet, and thus preserved. The tin roof on North College confined the fire somewhat, and rendered the danger of communication less. In three hours from the discovery of the fire all danger was past, and North College, our best dormitory, was 'a splendid ruin.'

"By this calamity no lives were lost, though there were several narrow escapes. About fifty students were temporarily deprived of rooms. The library and furniture of the 'Society of Inquiry' room were mostly saved. Many articles of its Museum were injured by removing, and some were lost. The 'Anti Secret Confederation' met with a heavy loss in the burning of its session-room and furniture. No other societies occupied rooms in North College.

"Owing to the generosity and activity of our officers, seconded by the liberality of the people of Amherst and neighboring towns, those students who could not afford to lose their goods have had refunded to them, in part at least, the amount of their loss."

President Stearns regarded the building as "the most unsightly and most uncomfortable structure in the range," but Tyler, who had roomed there as a student, thought that "its rooms and halls were all sacred and beautiful." The student reporter, as we have seen, regarded it as the best dormitory the College had. Certainly it was the one the upper-classmen selected for themselves in preference to the two older dormitories.

The disaster would have been shattering to the College if it had occurred twenty years earlier. But now its friends rallied at once to its support. A special meeting of the Board was held in Boston two weeks later. Mr. Williston presented a letter to the Board dated February 5,

the day of the meeting, and addressed to the president, which is so succinct that it must be given in full.

“Having thought for some years past that Amherst College greatly needed a suitable building for the accommodation of the *Alumni*; and also for the Literary Societies; and having recently become satisfied that rooms convenient were needed for chemical purposes — and having some months since, agreed (upon certain conditions) to erect a building for the two first named purposes (which conditions have not been complied with), I now propose through you to the Trustees of Amherst College, to build for them, at my own expense, as soon as may be, a handsome brick building with a Tower, three stories high, for the purposes herein specified — 80 feet \times 40 ft the size of the building.

“The conditions of this obligation are the following: Viz. 1st. The Trustees are to give me all the stone below the brick work in North College lately destroyed by fire.

2dly. They shall *at once* proceed to erect a new dormitory building, to take the place of the one lately burned,

3d. The Trustees for this purpose shall procure by subscription Ten Thousand dollars, which it is believed will be enough (with the five Thousand dollars insurance money) to build & finish *thoroughly* said Dormitory.

“The building may be located as the Trustees shall direct.

Respectfully yours,
S. Williston”

It was a bold and generous offer by Mr. Williston, and it was made at a time when he was deeply troubled by a problem in his immediate family. Years earlier Mr. and Mrs. Williston had adopted the children of an American missionary to the Sandwich Islands who had been sent to them by their parents for an American education, and the children had taken the name of Williston. The son, Lyman Richards Williston, had graduated from Amherst in the class of 1850, taught Latin and Greek at Williston Seminary and attended Andover Theological Seminary. He had then been appointed Moore Professor of Latin at Amherst College, and been given leave of absence by the Board for advanced study in Germany. In Germany his views on religion had gradually been modified, and he had become in effect a Unitarian. He knew well, of course, the religious views of President Stearns and his colleagues, and he manfully wrote them of his modified views on religion. He was immediately dropped from the faculty, though the action was formalized by a written resignation which President Stearns presented

to the Board at this very meeting when Samuel Williston presented his generous offer. And the Board accepted the resignation.

President Stearns in his letter of condolence to Samuel Williston said:

“I deeply sympathize with you in this, to me as well as yourself, sore disappointment. The child of a missionary, early consecrated to God by prayer and baptism, brought up in the School of Jesus, himself once hopefully regenerated — I cannot think that he is to be wholly ingulphed in the dark abysses of German pantheism. . . . It seems to be late in the day to take up with a system which never had anything more substantial for its basis than beautiful clouds. . . . I am the more afflicted, therefore, that any of our promising young men should involve themselves in these labyrinths of godless folly. . . .

“I am glad that he knows himself sufficiently to understand also what is due to the College. . . . Had he come among us with the views he now holds, and with a disposition to propagate them in the institution, we could have received him only with coldness, mortification, and regret.”

Lyman R. Williston went to Cambridge, had a distinguished career in education, sent his son to Harvard. His son became the great teacher of law at the Harvard Law School, and in 1923 received the honorary degree of Doctor of Laws at the Amherst Commencement.

We must return to the special meeting of the Board which had received Mr. Williston's generous offer. The Board appointed a committee composed of President Stearns, Samuel Williston, and Alpheus Hardy to prepare votes for the Board. On the recommendation of this Committee the Board “gratefully accepted the proposition of Hon. Samuel Williston to erect an Alumni Hall &c”; pledged the College to build a “Students Hall without delay”; authorized the Prudential Committee to locate the new dormitory; appointed Mr. Williston, Professor Clark, and Luke Sweetser as a Building Committee for the dormitory; and appointed the president and Henry Edwards to collect funds for the dormitory. As a further protection against fire, the Board authorized the Prudential Committee to build two reservoirs “of such size & form as they may think proper.”

The Prudential Committee, consisting of the president and treasurer, Williston, Vaill, and Sweetser, decided to place the new dormitory on the eastern side of the campus near the present location of James and Stearns Halls.

The year 1857 was not a good year to raise money for new building. After a late spring which portended poor crops, the financial and

business community was shaken by the failure on August 24 of the Ohio Life & Trust Company, which had borrowed heavily on call in the New York market. Its credit had been very high and its failure, for \$7,000,000, unsettled confidence all along the seaboard. The loss of the steamship *Central America*, with over a million of bullion, enhanced the crisis. In September the banks of Philadelphia, Washington, Baltimore, and many interior cities suspended. Stocks fell from forty to fifty per cent. Twenty thousand people were thrown out of work in New York City within a fortnight. Panic followed. On the 13th of October the New York banks (with one exception) suspended, and they were followed by the Boston banks. Exports almost ceased. While this was no time to raise money, it was an excellent time to build.

The College seems to have been unable to secure subscriptions for the new dormitory of more than \$5,000, and so was forced to borrow the additional \$5,000 from the Charity Fund, to the distress of Professor Hitchcock, former president. Williston engaged Charles E. Parkes of Boston as architect for his building, and the Building Committee for the new dormitory agreed on the same architect. The contractor for both buildings was George P. Shoals of Easthampton. I have been unable to find the names of the donors to the \$5,000 building fund.

The cost of Williston was \$16,000, of East College \$15,000.

The new building to be erected by Mr. Williston was immediately called Williston Hall by the undergraduate paper, though Mr. Williston himself referred to it as Alumni Hall. A year later the Board formally named it Williston Hall. The new dormitory, which contained forty-eight rooms, was named by the undergraduate paper East College, and this name too was officially adopted. The undergraduate paper in announcing the new dormitory remarked that "it will probably be the 'habitat' of the Senior Classes, where they may preserve a lordly seclusion, apart from the '*multitudine obscure et humile*.'" The paper added that "the building, in respect to light and ventilation, is to be built on a plan that reflects honor on the humanity and common sense of the faculty, which is the more worthy of remark, as this latter quality is often sought for in vain, in the craniums of learned men."

On the night before the dedication of the two buildings, the student body formed a torchlight procession, and marched to the home of Professor Clark, where J. B. Beaumont made a speech as representative of the undergraduate literary societies to Mr. Williston. "After a neat and appropriate response by Mr. Williston and a short address by Prof. Clark," the procession marched to the president's house where it was addressed by the president.

The following day, May 19, 1858, the trustees held a special meeting,

followed by the formal dedication of the two buildings. Trustees, faculty, and students first marched to East College, where Luke Sweetser reported for the Building Committee and delivered the keys to the president. Then the procession moved across the campus to Williston Hall, where an address was made by Mr. Williston. The procession then proceeded to the village church, now College Hall, prayer was offered by Dr. Vaill, and a brief address was made by the president. The president remarked that two new buildings had sprung from the ashes of the old, and described Williston Hall as "so comely in appearance, so convenient in arrangement, so generously bestowed and so full of invitation to the returning graduate as he comes up from the village to the College grounds."

The principal address at the dedicatory exercises was made by Henry Ward Beecher, who was then the pastor of the Plymouth Church in Brooklyn, who was to become a trustee of the College nine years later, and who is one of the few ministers ever to decline the honorary degree of Doctor of Divinity from his alma mater. Beecher's subject at the dedication of the buildings was, "New England: Her Power and the Three Great Sources of It."

After the services in the village church, the trustees and invited guests and representatives of the student body proceeded to the new Alumni Hall on the third floor of Williston Hall to enjoy an excellent dinner served by Mr. Howe of the Amherst House.

At the annual meeting of the alumni, held on August 11 of that year, a resolution of grateful appreciation was adopted and sent to Mr. Williston by J. H. Seelye, secretary of the alumni. Seelye had graduated from the College in the class of 1849 and had just been appointed professor of mental and moral philosophy at the College. Twenty years later he was to become president.

The resolution referred to the "repeated acts of generosity to our beloved college, which have freed it from embarrassment and established it on a sound foundation, and which entitle him to be remembered forever among the most munificent patrons of learning," and then expressed its appreciation for the "special favor conferred on the Alumni by providing a spacious and elegant Hall for the meetings."

Mr. Williston had gone further, however, than give a new building: in the same year he gave the College \$500 which was used by the Prudential Committee to paint the blinds and the chapel tower, to reset the stone steps, to extend the flagstone walk to Appleton, and to make other minor repairs.

Hitchcock remarks that the "architectural proportions [of Williston Hall] are very fine," and that with Williston on the north and Appleton

Cabinet on the south, "the long, unornamented, cheerless row of intervening buildings is greatly relieved." Of East College Hitchcock says only that it was planned "according to correct architectural rules."

For nearly ninety years Williston Hall has served the College well. In 1923 the top of the tower was removed by vote of the Board at a cost of \$1,000. Major changes were made in 1951 which will be discussed later. East College served its purpose as a dormitory for twenty-six years, and was finally taken down in 1883.

The president, in his inaugural address, had devoted some time to the subject of physical education, particularly its relation to the moral and intellectual well-being of young men. "Physical education," he said, "is not the leading business of college life, though were I able, like Alfred or Charlemagne, to plan an educational system anew, I would seriously consider the expediency of introducing regular drills in gymnastic and calisthenic exercises." In each annual report to the trustees, he drew their attention anew to the subject, pointing out the failing health and sometimes the premature death of students, particularly in the spring after a long winter. In his report at the annual meeting of 1859 he said: "If a moderate amount of physical exercise could be secured as a general thing to every student daily, I have a deep conviction founded on close observation and experience, that not only would lives and health be preserved, but animation and cheerfulness, and a higher order of efficient study and intellectual life would be secured. It will be for the consideration of this Board, whether, for the encouragement of this sort of exercise, the time has not come when efficient measures should be taken for the erection of a gymnasium, and the procuring of its proper appointments." This was a recommendation of educational statesmanship, in which Stearns was the leader in the country, and in which the other colleges followed but slowly.

The Board referred this recommendation to a committee composed of the president, Henry Edwards (the Boston merchant and financier), Dr. Nathan Allen, and Alexander Bullock.

Dr. Allen (1813-1889) had prepared for college at Amherst Academy, graduated from the College in the class of 1836, studied medicine at Pennsylvania Medical College, and practiced his profession in Lowell from 1841 until his death. He served on the Board at Amherst from 1857 until he died. He was the second and one of the very few physicians to be elected to the Amherst Board in the entire history of the College.

Alexander Bullock (1816-1882), his classmate, studied law at Harvard Law School, and practiced his profession in Worcester. He served

as trustee from 1852 until his death. He was one of the outstanding public men of the state, serving as speaker of the legislature, as judge, as governor of the Commonwealth, and as mayor of Worcester. Bullock was a frequent speaker or presiding officer at Amherst gatherings and was influential in the Finance Committee; his advice was often sought by both Stearns and Seelye.

This committee reported back at a later session of the same annual meeting recommending that a suitable building for a gymnasium be built, provided it could be done at an expense to the College of not over \$2,500 above any subscriptions obtained for the purpose, and provided that Josiah B. Woods of Enfield, Professor Clark of the faculty, Samuel Williston of the Board, and the president be appointed a Building Committee with power to proceed when the College had subscriptions of \$2,500 in hand. The Committee reported that in their opinion a suitable building could be built for \$5,000, that it should be located on the east side of the campus, and that the treasurer be authorized to borrow the \$2,500 the College was to contribute, the loan to be repaid from the grant recently made by the legislature from the proceeds of the sale of the Back Bay lands in Boston. The Committee added that it thought the grounds south of the proposed building and north of the path leading to East College should be laid out as a cricket ground, and the land south of this path reserved for ball playing. All of the recommendations of the Committee were adopted.

Professors Clark and Tyler secured subscriptions amounting to about \$5,000. The largest gift was from Dr. Benjamin Barrett, a Northampton physician whose son had been a member of the class of 1858 and who was awarded an honorary degree of Bachelor of Arts in 1859. His gift was \$1,000, and the building was named for him, Barrett Gymnasium. The building and equipment cost more than had been anticipated — about \$15,000, in fact — and the College was forced to borrow about \$10,000 instead of the \$2,500 anticipated.

While the Crisis of 1857 had been severe, as we have seen, the reaction was rapid. Business recovered quickly and 1859 and 1860 were good years until the election in the autumn of 1860, when the attitude of the southern states created great anxiety in commercial circles and businessmen began to contract their operations in anticipation of the coming storm.

The Committee selected as architect Charles E. Parkes of Boston, who had designed Williston and East College. The contractor was R. R. Myers of Northampton. The building was begun in the autumn of 1859, and Hitchcock (who was still acting as a competent sidewalk superintendent) reports that the mortar froze badly. But he adds that

"the walls will probably stand many years, even if there be no adhesive power in the mortar." It was the second building to be built of Pelham gneiss.

Hitchcock in his comments is reserved. He remarks that the building "is massive in appearance, without much architectural beauty, though in conformity with architectural rules." He had watched all of the college buildings as they went up and the only ones to satisfy him aesthetically were the Octagon and the president's house — though he thought the president's house badly placed. Tyler, writing a dozen years after Barrett was built, was enthusiastic and says, "It is one of the most beautiful buildings on the campus. It has the beauty of fitness and the beauty, rare in our day, of a severe simplicity." Tyler, we remember, was writing in the period of American architecture sometimes referred to as the General Grant era, the period when Walker Hall was built.

The list of donors is interesting. Among them we find the names of George Merriam of Springfield, Deacon Porter of Monson, Enos Dickinson of Amherst — all of whom had given to the College before. And there are new names: Edward Benjamin Barrett of Northampton, ex '58, Horace Binney, Jr., of Philadelphia, Joseph Carew of South Hadley, Edward Southworth of West Springfield, Henry Edwards (the trustee), and S. D. Warren of Boston, who became well known as the founder of the S. D. Warren Paper Company.

The procession at the laying of the cornerstone was headed by the Montague band. Then came the donors, followed by trustees, faculty, and student body by classes, followed by the members of the Agricultural Society. The marshal of the parade was Sheriff Longley of Hampshire County. Prayer was offered by Professor Seelye, and the principal address was given by Edward Dickinson, treasurer of the College. He formally dedicated "this building like the others to Christ and the Church." "But should it," he added, "in the process of time be desecrated to any purpose of immorality, or to anything adverse to the best interests of mankind, . . . would that a fire should consume it, or an earthquake throw it down."

The procession then marched to the village church, now College Hall, where prayer was offered by the president. The principal address was now delivered on the subject, "Physical Culture." The orator was George B. Winship of Roxbury, and his theme was that physical culture made men lovers of liberty and was at war with the theory of the divine right of kings. To qualify himself as an expert in his subject, he modestly told the audience that he was now able to lift ten hundred and thirty-two pounds, but he put on no demonstration. We are in-

debted for our detailed story of the historic occasion to the first issue of the first volume of the *Franklin Express* of Amherst.

The building contained a bowling alley in addition to the gymnastic apparatus, and on the walls were painted three paragraphs written by Dr. Owen of the British Museum. A few years later Dr. Barrett installed galleries in the gymnasium room at his own expense. On his death, in 1869, he left the College a fund of \$5,000 for the upkeep of the building.

Barrett Gymnasium was used for its original purpose until the erection of Pratt Gymnasium in 1883. Then Dr. Barrett's heirs executed a formal release to the trustees permitting them to use the income from the fund for such uses of the Department of Physical Education as the trustees wished.

In 1884 the College received a generous gift from Reverend Robert M. Woods of the class of 1869 and his sister of a fund of \$5,000 plus accumulated interest of another \$1,000, to make Barrett over for the use of the Department of Geology, but the work was postponed from year to year, and the gift was finally used toward the construction of the Biology-Geology Building. Woods was the son of Josiah B. Woods of Enfield, who had raised the money for the Octagon (or Woods Cabinet). After graduating from Amherst, Robert Woods studied theology at Union, Andover, and Yale. Then for two years he was an instructor in English and mathematics at Amherst; for the rest of his active life he was pastor of the church in Hatfield. He served for twenty-seven years as an overseer of the Charitable Fund of the College and was a trustee of Smith College for thirty-two years, of the Cooley Dickinson Hospital in Northampton, and of Smith Academy in Hatfield. His son, Josiah, was a contemporary of mine in Amherst, and his daughters both married Amherst graduates. In 1906 he himself was awarded the honorary degree of Doctor of Divinity by his alma mater.

In 1907 Barrett Hall was made over as a recitation building for modern languages. The cost, about \$11,000, was met by the sale of the Strong estate on Lincoln Avenue, which had been given to the College by Edward A. Strong of the class of 1855. Strong was born in Boston, studied theology briefly at Andover on his graduation from Amherst. He then became a Boston merchant. He served as an alumni trustee for one term, from 1885 till 1890, when he was succeeded by George A. Plimpton. The committee of the Board in charge of this reconstruction was composed of President Harris, and Trustees Whitcomb, Charles M. Pratt, Arthur Curtiss James, and Arthur Dakin. At its autumn meeting held in November 1907, the Board approved

an inscription to be cast in bronze and placed in Barrett. The inscription was drafted by President Harris, who seems to have made inadequate research into the history of the building. He referred to the donor as Edward Benjamin Barrett, the son, instead of to Benjamin Barrett, the father, and he erroneously called Barrett Gymnasium the first college gymnasium in this country. Twenty years later the Board removed the tablet and replaced it with another which corrected the errors of the first. Dr. Paul C. Phillips, "Little Doc," who had succeeded "Old Doc" as professor of physical education, had made a careful study and published the results in the *Amherst Graduates' Quarterly*.

Barrett, as we have seen, was built in 1859-1860. The first Harvard gymnasium was built in 1859, Yale's first in the same year, Princeton's first in the same year, Williams' in the same year, Bowdoin's in 1860, and Virginia's first in 1851-52. Amherst's priority is not in the building of Barrett Gymnasium; Amherst was the first American college to install a formal Department of Physical Education, and this department was housed in Barrett from 1859 to 1884.

In 1863 Hitchcock completed his *Reminiscences of Amherst College, Historical, Scientific, Biographical and Autobiographical*, and the volume was published in Northampton the same year. The Board had already passed a resolution that they would welcome its publication "with deep interest and grateful pleasure." He had been connected with the College continuously since the granting of the charter. A year later he died, at the age of seventy. He had come to Amherst from his parish in Conway because he thought he had not much longer to live, but that was now thirty-nine years ago. He had suffered from poor health and melancholy most of his adult life, and he was not one to bear his suffering in silence. In spite of these handicaps, he had taught at one time or another almost every science offered in the college curriculum. He had published, according to his own estimate, some twenty-four volumes, thirty-five pamphlets, ninety-four articles in journals, and eighty articles in newspapers, making a total of eight thousand printed pages. The list included poetry, books and articles on religion, on temperance, essays, as well as four thousand pages devoted to scientific subjects. He had saved the College from extinction, secured a substantial permanent endowment, balanced the budget and kept it balanced, brought a number of distinguished men to the faculty, and built the Octagon, the Library, and Appleton Cabinet. His own reputation had enhanced the reputation of the College and made it respected both in the world of scholarship and of business and finance. In spite of this formidable list of accomplishments, he had in later life a sense of personal failure; our archives contain an undated memorandum in

his handwriting in which he attempts to analyze the reason for his failure.

His successor was able to build on the firm foundations he had placed under the College. President Stearns continued to build. The next building added to the college plant was not a new building, but an old one — College Hall. We have already seen that the First Parish had in the early days of the College given up its meetinghouse located approximately on the site of the present Octagon, and had built on the corner of South Pleasant Street and Northampton Road. The College had provided the land and contributed some \$700 on condition that the building be available for college use at Commencement and for other formal occasions. The building had been built in 1828 at a cost of about \$7,000 and financed primarily by the sale of pews. Colonel Howland had been the builder. Hitchcock had not liked the building and had remarked that it was "constructed with a sad want of taste." He and others had objected particularly to the portico on the east; this had been removed in 1861.

By 1864 it had become apparent to the First Parish that they needed a new meetinghouse. There was full discussion, and in 1866 the parish appointed a committee to build a new church. In January of that year the parish passed a further vote to offer their present structure to Amherst College for \$10,000. If the College declined the offer, the building was to be offered to the town. If the town declined, then the parish would build its new church on the same site.

This put the College in the favorable position of having the first opportunity to buy at a reasonable price, but at the same time it forced the hand of the College. Fortunately for the future of the College and of the church, the college trustees were farsighted enough to accept the offer, even though it presented them with a difficult problem of financing the purchase price. The purchase of College Hall was handled for the College by a special committee composed of the president and Trustees Hardy and Gillett. Alpheus Hardy (1815-1887) was a close personal friend of Stearns and was elected to the Board at the first meeting after Stearns took office. Born on Cape Cod, he studied for a time at Phillips Academy, Andover, but he was forced by poor health to give up any thought of further education. He became a prosperous merchant and shipowner in Boston and was, in addition, trustee of several large Boston estates. He served on the Amherst Board from 1855 until 1877.

Edward Bates Gillett (1818-1899) graduated from Amherst in the class of 1839, and in 1885 was awarded the honorary degree of Doctor of Laws. After college he studied law in Northampton and at Harvard

Law School; for the rest of his life he practiced his profession in Westfield and Springfield. He served as trustee of Amherst from 1861 to 1896, as well as trustee of Smith College and of the Hartford Theological Seminary. He was for a time district attorney for Hampden and Berkshire Counties, served as director of the Boston & Albany Railroad, and was president of the Hampden Bar Association. His son, Frederick H., graduated from Amherst in the class of 1874 and later became Speaker of the House of Representatives and United States Senator from Massachusetts. His younger son, Arthur L., graduated from the College in the class of 1880, was professor at the Hartford Theological Seminary, and served on the Board of the College from 1910 till 1932.

The Committee was a strong committee — an able businessman, an able lawyer, and the president of the College. They took a deed of the building and the land, and a bill of sale of certain personal property. They released the parish from its obligation to provide facilities for Commencement in the future. The treasurer paid such cash as he could and executed a note to the parish for \$8,000 to be paid without interest the following August first. The note was paid by borrowing from the Walker legacy \$10,000 at seven per cent. The Board expected to realize half of the interest from amounts received by renting the building to the town for town meetings and other purposes, so that the actual annual cost to the College would be not more than \$350 a year.

It was a good purchase, but it probably would not have met the approval of Hitchcock if he had been alive. The Walker legacy, of which this \$10,000 was a part, was given specifically to endow the teaching of mathematics and science. The trustees were investing a small part of the legacy to yield a seven per cent return to the Walker Fund by buying a church and then paying rent to the Walker Fund. Repairs and alterations were necessary to make the building useful to the College and these came to about \$2,000, making the initial cost of College Hall about \$12,000. Later, of course, the Walker Fund was reimbursed and the \$10,000 invested in securities appropriate for endowment.

The Walker saga may be said to begin in 1861 when President Stearns received a letter from Dr. Walker in which he proposed to make gifts to Amherst and Williams Colleges. For the next four years, until Walker's death in 1865, the president was engaged in conferences and in correspondence with him. As a result of the early conferences, Walker donated real estate to Amherst, Tufts, and Williams, which was to be held for a number of years in trust and then used for objects

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Evolution of Williston Hall

As it was built (top left); tower altered, 1880 (top right); tower removed, 1924; picture on next page shows Williston as it appears today



Williston now balances Appleton at the other end of College Row



Barrett Hall, the nation's first college gymnasium

designated by the donor. The portion coming to Amherst amounted, when it was received, to some \$25,000 and was to serve as a permanent endowment for a professorship of mathematics and astronomy, now known as the Walker Professorship. In addition, Walker gave Amherst a fund of \$10,000 to endow an instructorship in mathematics, and a fund of \$6,000 to endow the Walker prizes in mathematics. Walker also made large gifts in his lifetime to the Natural History Society of Boston, to Massachusetts Institute of Technology, and to Tufts College. In his will Amherst and these institutions were named as residuary legatees.

Here we are concerned with his gift which resulted in the erection of Walker Hall. After making careful inquiry as to the condition of the College and its needs, Walker proposed the erection of a building for mathematics and other scientific departments which should include, in addition, offices for the college officers, a room for the trustees, and vaults for the college records. His first offer was to give \$20,000 for this purpose, provided other friends of the College contributed an equal amount. This condition seemed at the time almost impossible to meet. However, Samuel Williston, realizing the importance of the gift, offered \$5,000 toward the matching fund. Samuel A. Hitchcock of Brimfield then added \$5,000 more, and James Smith of Philadelphia added another \$5,000.

James Smith, a farmer's son, born in Rutland, Massachusetts, in 1798, had had only a common school education. He went to work for a manufacturer of cards in Leicester, married his employer's daughter, and succeeded to the business. In 1883 he moved to Philadelphia to engage in the same business. He gave liberally, and helped a large number of young men to obtain a college education. One such was Nathan Allen, who graduated from Amherst in the class of 1836, became a practicing physician in Lowell, and served as a trustee of the College from 1857 until 1889. It was through him that the College secured the \$5,000 gift from James Smith.

The College was now within \$5,000 of its goal, and Alpheus Hardy, who had frequently conferred with Dr. Walker, Henry Edwards, and Dr. Ebenezer Alden (all trustees), and other friends of the College in Boston, made up the final \$5,000. No sooner had the president notified Dr. Walker that the College had met the terms of his proposed gift, than Dr. Walker replied that he now found that a building such as he proposed could not be erected for the sum of \$40,000. Walker sent his check for \$20,000 and said that he would double his gift for the proposed building provided the College raised \$20,000 more.

This proposal was received, says the president, "with consternation

approaching despair of success." Walker then suggested that if the College raised its additional quota, he would add another \$20,000 to make a total fund of \$100,000. Messrs. Williston, Hitchcock, and Smith then doubled their original gifts. But, unfortunately, Hitchcock's present subscription was paid in six bonds of the State of Virginia of a par value of \$1,000 each, which were at best of dubious value in the year 1864. The long and detailed story of the College's efforts to realize on these and other Virginia bonds given by Mr. Hitchcock I have told in my *History of the Endowment of Amherst College*.

The remaining \$5,000 came from J. C. Baldwin of New York, who turned over a legacy from his brother, M. H. Baldwin. Moses Harrison Baldwin (1811-1862) was born in Palmer, the tenth of fifteen children, and attended Amherst for his freshman year as a member of the class of 1833. He was forced to leave because of ill health. In 1835 he became a partner of his elder brother, John C., in the mercantile business in New York. After a few years, continued ill health forced his retirement; he traveled extensively in Europe, the West Indies, and the southern states, and cared for his extensive property. He had made a generous contribution to the library building, and he left the College about \$7,000 in his will. His partners, John C. Baldwin and Alonzo Lilly, also gave the College about \$4,000. Moses is said to have given away over \$50,000 in the last years of his life, and his brother, John C., who had no children, is reputed to have given away a million dollars in his late years. Moses had come to Amherst originally at the suggestion of Dr. Vaill, who was the pastor of his church and who served Amherst as a trustee from 1821 till 1869, a period of forty-eight years. In 1850 Amherst conferred the honorary degree of Master of Arts on Moses Baldwin, apparently at the suggestion of Professor Tyler.

Dr. Walker then proposed a further gift by him of \$50,000 for endowment, provided the College raised \$100,000. But before this effort reached success, the doctor died. His will was contested by his heirs, and the four residuary legatees agreed to surrender \$300,000 in settlement. Amherst received about \$120,000 as its share of the residue of the estate.

William Johnson Walker was a strange and difficult man. Only a man of Stearns' gentleness and tact could have succeeded in maintaining his friendship. Stearns calls him "powerful, self-relying, and passionate," and adds, "he was not a man to be advised." Dr. Morrill Wyman of Cambridge, who studied under him and who prepared the minute on his death for the Medical Society, remarked that "his temperament was ardent, which sometimes betrayed him into a course of action in which there was much to regret, and little to defend."

Walker was born in Charlestown in 1790, and died in Newport in 1865. He prepared for college at Phillips Academy, Andover, and graduated from Harvard in the class of 1810. He studied medicine in Charlestown and Medford. Soon after obtaining his medical degree, and while the United States was still at war with England, Walker sailed for France on an armed privateer fitted out in Boston to prey on British commerce. In Paris he continued his medical studies. As the number of French students was greatly diminished by the conscription instituted by Napoleon, the hospitals were staffed largely by medical students from abroad. After the abdication of Napoleon, Walker went to London to continue his studies.

On his return to this country he practiced his profession in Charlestown and Boston for some thirty years. Then he retired and began investing in railroads and manufacturing. In time he made a large fortune. He intended at first to give it to Harvard, but since the conditions he desired to impose were unsatisfactory to his alma mater, he looked elsewhere for an opportunity to advance education. He found the opportunity at Amherst, Tufts, M.I.T., and Williams, as we have seen.

Something of the dominating, self-willed character of our benefactor stands out in the pages of instruction he prepared for Amherst telling the College how mathematics should be taught. He was a physician, not a mathematician, but he was convinced that he knew, beyond the slightest possibility of doubt, just how college teaching in the fields of mathematics and Latin should be done, both in 1860, when he himself was fifty years out of college, and for all future time.

His later years were obviously unhappy. He was estranged from his immediate family, and he lived his last years and died in a boarding house in Newport kept by two elderly ladies whom he rewarded for their kindness by generous legacies. His total gifts to Amherst amounted to more than \$200,000. Only one other donor in the nineteenth century gave the College as much.

The erection of Walker Hall was delayed for three years after the death of the principal donor. One reason was the advice of Dr. Walker himself that the building should not be begun in "the then existing state of labor and the public finance." Further reasons were the difficulties of determining the proper location for the building and of securing satisfactory plans.

Finally, at a special meeting of the Board in November 1866, a Building Committee was appointed, a location chosen, and the purchase of the necessary land from Lucius Boltwood approved. The material to be used in construction was left to the discretion of the Com-

mittee. Construction was to be fireproof, so that "it shall be safe against all usual risks of fire from within or from without." The treasurer was authorized to pay for the land from the interest accrued on the fund. The Committee consisted of the president and Messrs. Williston, Hardy, Gillett, and Bowles.

We already know the members of this Committee except the last named. Samuel Bowles, the second of that name, was a trustee of Amherst from 1866 till 1878. In 1879 he was awarded the honorary degree of Master of Arts by the College. He was born in Springfield in 1826 and was educated in the local schools and in the printing office of his father, the founder of *The Republican*. When he was eighteen he persuaded his father to establish *The Daily Republican*, of which he became the editor. He made this paper, in the words of Tyler, "the ablest, most influential, and the most successful provincial newspaper in America, if not in the world."

In determining a site for the proposed Walker Hall, the Board had asked the president, with Messrs. Williston and Hardy, to confer with Dr. Walker. And for the first time, as far as I can find, the Board had consulted a professional landscape architect. Their selection was felicitous; they consulted Calvert Vaux. Born in England, he had come to this country as a young man and had worked on plans for the grounds of the Capitol in Washington. Later he formed a partnership with Frederick Law Olmsted of New York; the firm soon became the leading landscape architects of the country. Vaux seems to have been the partner who advised Amherst at this time. Subsequently, Olmsted became the College's consultant, and in 1867 the College conferred upon him the honorary degree of Master of Arts. Olmsted and his son, Frederick L., Jr., continued as consultants for the College from time to time into this century.

The site selected involved the purchase of about two and a half acres of land from Lucius Boltwood on the north side of the campus. The College paid \$9,956.17 for the land, which sum was regarded by the Board as exorbitant. Several architects who were consulted submitted preliminary plans. These were reviewed by a committee of the Board, and, on the recommendation of Alpheus Hardy, the plan submitted by George Hathorne of New York was adopted.

The contract for the masonry was let to Richard H. Ponsonby, and that for the carpentry to Chauncey W. Lessey (1837-1877) of Amherst. The material selected was Monson granite and was given by my grandfather, William N. Flynt of Monson, who owned the granite quarry. Professor Shepard went to Monson to inspect the granite as it was being cut, and published an account of his visit in the *Amherst*

Student. My grandfather made no mention of this gift to his family; I learned of it for the first time after I became president of the College. He was a first cousin, by marriage, of Edward Dickinson who was then the treasurer of the College. The gift of the granite was doubtless stimulated by Dickinson.

The cornerstone of Walker Hall was laid on June 10, 1868, at a formal ceremony presided over by Edward Dickinson. "A procession of students and visitors, being formed on the green west of Williston Hall, marched across the grounds to the library, conducted by the Mendelssohn Band, where they received the trustees, officers of the College, and guests who were present, and thence passed over to the site of the building."

Treasurer Dickinson introduced the services with these words: "We now stand on solid rock, and are today to place on its foundation the corner-stone of an edifice beautiful in design, tasteful in its proportions, ample in its dimensions, appropriate in all its appointments." A "fer-vent" prayer was offered by Dr. Vaill, and the cornerstone was placed by representatives of the senior class, who were celebrating their Class Day. After a hymn, a paper was read by the president; Alpheus Hardy spoke for the Board; Professor Snell spoke for the faculty; and the audience joined in singing "Praise God, from whom all blessings flow." Both the president and the treasurer referred to the building as the "Temple of Science."

Two years later, on October 20, 1870, the building was formally opened at another impressive service. On this occasion the elements combined to make what the president referred to as "a day of mark." There was "a first-class earthquake in the morning, and the clouds of a grand down-pouring in the afternoon." The president gave an extended address covering his theories of education. The address, in fact, covers thirty-five large printed pages. Austin Dickinson, the son of the treasurer, who had been in general charge of construction, spoke briefly, as did Professor Snell and Professor Roswell Dwight Hitchcock of Union Theological Seminary, who had recently been elected to the Amherst Board. "The concluding part of the programme was cut short by darkening clouds and premature evening . . . and further speech-making seemed unnecessary."

President Stearns' address on this occasion stands in striking contrast to an address delivered a year before by the young Charles William Eliot on the occasion of his inauguration as president of Harvard, Stearns' alma mater. It may well have been a reply. Eliot's address breathes the modern spirit which he brought to educational thinking and which was to transform Harvard College into a great university.

Stearns' address is a defense of the old curriculum based on Latin, Greek, and mathematics, infused throughout with emphasis on the doctrinal orthodoxy of Calvinism. The expanding field of science, he contended, must not be allowed to crowd out the classics and mathematics as the core of the curriculum. The address made a strong appeal to the ministers on the Amherst Board, and the Board ordered it printed. As one reads it today, one realizes that it might have been delivered fifty years earlier by President Humphrey, but that it would have been impossible for Hitchcock to have composed it.

It is difficult today to realize how proud the College and the community were of this building. It was, of course, much the largest building on the college grounds. It had cost, with the purchase of the land and the grading, about \$125,000, almost as much as all the previous buildings on the campus. President Stearns described the style of architecture as "that known as revised mediaeval," and added that the building was "the largest, most convenient, most expensive, most princely edifice on our grounds." And Tyler, writing two years later, remarks that "with an exterior worthy of a palace, it installs, not to say enthrones, mathematics and physics in rooms and halls 'fit for the crowned truth to dwell in.'"

"On the first floor were recitation rooms and division rooms for mathematics and astronomy, and the treasurer's office and vault, on the second floor the president's lecture room and private office, the trustees' room, a philosophical lecture and recitation room, and a fine apparatus room. The third storey contained a lecture room for the department of natural history, and for the accommodation of cabinets, especially that splendid collection of minerals gathered by Professor Shepard, which constitutes one of the most brilliant ornaments of the College."

The pride taken in the building enhanced the tragedy of the fire which gutted the building a dozen years later, in 1882. Fortunately, neither the president nor Treasurer Edward Dickinson lived to see the holocaust.

Meanwhile, other building problems were occupying the attention of the Board. Maintenance of Johnson Chapel had been neglected and the building was in serious need of extensive repairs. These were made at a cost of about \$15,000, approximately the original cost of the building. The Board voted to charge the cost to the income of the Stimson Fund.

Since the library had already outgrown its quarters, a committee reported in favor of erecting a new building. At the annual meeting of the Board in 1863 the Committee on the Library made a report

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which it was later to regret. The Committee recommended that when the present library was no longer needed for its present purpose, the land and building be leased to Professor Seelye for a term of years at a rental to cover interest and taxes on a fair valuation; that he be allowed to make alterations to make it a dwelling house; and that the improvements made by him be paid for by the College at the end of his occupancy at a figure to be fixed by disinterested arbitrators. The Board approved the Committee's report. This is one of the few actions of the Board for which we can now see no sound excuse. Apparently an agreement was made with Seelye as a result of this vote, for in 1867 the Board found itself embarrassed by its action and agreed to pay Seelye \$2,000 to be released from the agreement. Two thousand dollars was equivalent to a year's salary for a professor.

As the library was continuing to grow, in April 1868 the Board appointed a special committee to consider plans for a new library building and to consider the possibility of uniting with it a Memorial Hall in commemoration of the Amherst men who had fallen in the war. The Committee included Trustees Storrs and Beecher, both distinguished leaders of the clergy, Alpheus Hardy, the Boston merchant, Professor L. Clark Seelye from the faculty, and the president. The Committee was asked to confer with David Sears for a subscription and to seek other subscriptions. Apparently they were unsuccessful and the College managed to get along for a number of years with an overcrowded library building.

* * *

The use of gas for street lighting was adopted in Boston in 1822 and in New York a year later. It was fifty years before the town of Amherst was in a position to light its streets. In 1868 a group of citizens canvassed the situation and conferred with the two colleges to see if they would introduce gas into the college buildings. Nothing came of the movement. In 1873 the town installed ten lampposts with oil-burning lamps which were lighted every night "except when the moon was bright."

On August 19, 1875, a meeting was held in the office of Austin Dickinson to consider again the introduction of gas. In 1877 the Amherst Gas Company was formed, with a capital of \$5,000 and seventeen stockholders. Among the directors were President Seelye and Treasurer Dickinson of the College. In 1883 the town installed gas lamps for street lighting.

The College acquired no stock in the gas company but gradually introduced gas into some of the college buildings. In 1878 the College had gas in the laboratory, in 1879 in Johnson Chapel, Barrett Gym-

nasium, Walker Hall, and College Hall, in 1883 in Morgan Library, and in 1885 in Stearns Church.

At the same time that the president and the Board were engaged in these matters and in developing the plans for the erection of Walker Hall, they had before them the proposal for building a college church. At the annual meeting of the Board in July 1864, the president presented a letter from his son, William F. Stearns of Bombay, offering to give the College the generous sum of \$30,000 for the purpose. The Board referred the letter to a special committee composed of Dr. Vaill, the senior member of the Board in length of service, and Nathan Allen, the Lowell physician.

William F. Stearns was a romantic figure. Born in Cambridgeport in 1834 when his father was pastor there, he had been fired from early boyhood with the ambition to go to India to seek his fortune. As soon as he finished school, he entered the employ of a Boston shipping firm, walking two and a half miles to and from his work each day. At twenty-two he shipped to Calcutta as supercargo. At twenty-four he established his own firm in Bombay, dealing in cotton and East India goods. He was extraordinarily successful in business, and as soon as he was well established he returned to Massachusetts and married Mary E. Kittredge, his boyhood sweetheart from New Hampshire, and took her back to Bombay.

He later became interested in other activities in the expanding economy of India, including a shipping company which carried goods from Bombay through the Red Sea to Suez, and then by rail to the Mediterranean for transshipment to Europe. He personally conducted successful negotiations with the Pasha of Egypt, who owned the railroad, to secure low freight rates. He helped to fit out a Livingstone expedition to Africa, and entertained David Livingstone in his home. And he weathered two financial depressions, though with some substantial losses.

He had expected to return later to the United States, but his departure was hastened by concern for Mrs. Stearns' eyesight which suffered from the Indian climate. Not long after his return, settled in Orange, New Jersey, and with seven children, he suffered financial ruin through the defalcation of the trusted agent in India whom he had left in charge of his affairs. He died a poor man in 1874, at the age of thirty-nine.

The offer of \$30,000 for a college church contained the following conditions, which were accepted by the trustees, and which, of course, committed themselves to the Amherst Board, made up as it was at this time:

- “1. The Church is to be used by the College for strictly religious observances, especially for Christian worship and preaching, and for no other purpose.
- “2. The preacher shall always profess the full and earnest belief in the religion of the Old and New Testaments as a supernatural revelation from God, and in Jesus Christ as the Divine and only Savior, ‘Who was crucified for our sins and rose again for our justification’ — and generally for substance of doctrine, in the evangelical system or gospel of Christ, as understood by the original projectors and founders of the College.
- “3. The preacher, in the pulpit, and in all the exercises of the Church, shall exhibit that sobriety, dignity and reverence of manner and expression which becomes the sacredness of the place and is in keeping with those deep and solemn emotions which true Christians are supposed to experience.
- “4. In constructing the building, arrangements may be made for the usual Vestry accommodations, and other collateral conveniences not inconsistent with the grand purposes in view.
- “5. In selecting a site for the Building, a proper regard shall be had to retirement and quiet, and to opportunity for enclosing and ornamenting the grounds.”

As we shall see, at a later time Conditions 1 and 2 were to trouble subsequent members of the Amherst Board in the honest exercise of their responsibilities. At the time of the gift they must have seemed to constitute a strong bulwark against the rising tide of Unitarianism, as well as against the inroads which the new scientific discoveries were making in the ramparts of the traditional Calvinism of “the projectors and founders of the College.” As President Stearns phrased it, Amherst should continue to be a beacon “on the shores of time, throwing out a light far into that dark sea of immortality which is always surging within our hearing.”

The president pointed out further that the building should be called a church, a word with a Christian etymology, and not a chapel, derived “from the Latin word *capella* meaning only a short cloak, hood or cowl” which “has no Christian significance.”

While the gift was made in 1864, the actual construction was delayed for nearly six years, partly because of building conditions after the war, partly to allow the fund to accumulate, and partly because of the difficulty the Board found in choosing an appropriate location. And when the donor lost his fortune, the Board offered to return his gift, but he declined to accept it.

The problem of location was perplexing because so many sites were proposed and each had its warm adherents. Among the locations seriously considered were the lot just south of the president's house, now forming a part of the president's grounds; a location about half way between Williston and the president's house with the building facing north; a location east of Appleton near where the War Memorial is now situated; a position in the center of the college grove about half way between the chapel and the present Stearns and James Halls; and a location on the eastern side of the campus, implying the present or subsequent removal of East College which had been erected only seven years before the gift for the church was received. As Tyler remarks, "Thus like a wavering needle drawn in opposite directions by various magnets, the church seemed to change front and position at different times towards all points of the compass. But it settled at length towards the rising sun."

The Board in its perplexity sought the advice "of the best architectural and gardening skill in the country" and their unanimous verdict was in favor of the site just east of East College. The landscape advice was obtained from Vaux and Olmsted.

The architect selected was William Appleton Potter (1842-1909) of New York. Potter was the son of Bishop Alonzo Potter and the grandson of Eliphalet Nott, for many years the president of Union College. William Appleton Potter graduated from Union in 1864, having specialized in chemistry. The following year he was an assistant professor of chemistry at Columbia, after which he spent a year in France in further study of the subject. On his return to New York he gave up chemistry and entered the architectural office of his elder brother in Wall Street. His brother had studied Gothic architecture under Upjohn when the latter came to New York from England. William Appleton Potter's only training in the profession to which he was to devote his life seems to have been as a junior in his brother's office. The Stearns Church seems to have been one of his first commissions, for he was selected by President Stearns only three years after he had abandoned chemistry for architecture. Doubtless his selection was based on his family connections in the church and in Union College, for he could not have yet made any record in his new profession. Later he was selected by Princeton as architect for its Chancellor Green Library and its College of Sciences, neither of them particularly successful from an aesthetic point of view. And in 1875 he was appointed by President Grant supervising architect to the Treasury Department, a post which he held for only one year. Among the buildings which he designed after the completion of the Stearns Church were the old Post Office Building in [78]

Boston, three churches in New York, and many churches elsewhere, also buildings for Princeton, Yale, and Teachers' College. Amherst helped to give him a start on a career which seems to have been undistinguished in professional accomplishment.

In 1869 the Board appointed a Building Committee composed of the president, Trustees Williston, Hardy, and Gillett, and William Austin Dickinson, son of the treasurer. Dickinson was in detailed charge of the erection of Walker Hall. The church was built under the personal supervision of the president, "to whose watchful eye and excellent taste, scarcely less than to the art and science of the architect, the building owes its perfection." The material was Monson granite from the Flynt quarry.

The cornerstone was laid on September 22, 1870, and the ceremony included an introductory statement by the president and an address by Reverend Christopher Cushing of Boston, formerly for many years pastor in North Brookfield, who received the honorary degree of Doctor of Divinity from the College at the following Commencement. Dr. Cushing deplored the decline in the number of the alumni of the old New England colleges who were entering the ministry, and called for "maintaining the old American *College system* and the importance of the *College Church* as a means of grace to the students and as the means of furnishing ministers of the gospel." The clergy were, in fact, becoming deeply disturbed "by the secularizing and materialistic spirit of the age which would paganize the public schools, and make the College a University from which that element only should be excluded, viz. religion, which was originally its very life and breath."

By the following spring the president was writing to Governor Bullock of the Board, "Our new church progresses and by universal agreement will be very beautiful and appropriate." But later in the same letter he adds, "The building is a little *churchy* for us old puritans, Mr. Potter, the Architect, being the son of a Bishop, but why would Congregationalists even, wish to cut ourselves off from all the sacred and beautiful of the great past."

The college church was completed in 1873 and dedicated on July 1 of that year. Tyler described it as "unquestionably the brightest architectural jewel on the brow of College Hill."

During the years immediately following the Civil War, the College had been considering an appropriate form of memorial for the Amherst men who had fallen in battle, but no agreement had been reached as to its appropriate form. In the summer of 1870, George Howe of Boston offered the College a memorial chime of bells, to be placed in the new college church, "in honor and commemoration of the members

and graduates of this College who gave their lives to their country"; the offer was gratefully accepted by the Board. Mr. Howe's own son, Sidney Walker Howe of the Amherst class of 1859, a first lieutenant in the First Regiment of the New York Excelsior Brigade, had fallen in the battle of Williamsburg in 1862.

The plan called for a memorial room in the spire beneath the chimes, with a marble tablet set in the wall bearing the names of the fallen, a tile floor with appropriate inscription, stained glass windows with appropriate designs, together with the gun captured in the battle of Newburn, and other relics of the war. The chimes were installed, but the remainder of the plan was never carried out, probably because of lack of funds. The chimes were played for the first time at the semi-centennial celebration in 1871.

President Stearns declared that the chimes served "the double purpose of throwing out upon the breezes the sweet invitation of Christian psalmody to worship on the Lord's day and of commemorating in patriotic and soothing melodies on appropriate occasions the nobleness of our sons and brothers who honored the College, while they shed their blood for Christ and their native land." The president's own son, Frazar Augustus Stearns, of the class of 1863, 1st Lieutenant, Company I, 21st Massachusetts Volunteers, had been lost at Newburn in 1862, one of the earliest casualties of the war.

At the annual meeting of the Board in July 1874, the treasurer was instructed to settle the outstanding accounts arising from the building of the College Church. The total cost had been about \$70,000, of which about half had come from the Stearns gift and accumulated income. The remainder the College had to borrow. Alpheus Hardy and others contributed from time to time toward "extinguishing the debt resting on the Church."

It is unfortunate that one detail in the construction of the College Church was handled in a way to leave wounds which rankled for a generation. The story is told in the unpublished reminiscences of Professor Edward Hitchcock, Jr., — "Old Doc" to two generations of Amherst men. The president had secured a special gift for the church organ and an order was placed for the instrument. When it was installed, the donor was unable or unwilling to make good his pledge. The organ company threatened to remove the instrument unless its bill was paid. Invitations for the dedication were already out. The College paid the bill. Then, according to "Old Doc," the faculty were "mulcted" of a portion of their salaries for two or three years to meet this cost. The story sounds entirely irregular, but "Old Doc" conferred with the surviving members of the faculty before he wrote this chapter;

they agreed as to the fact, and agreed further that the College had not later reimbursed them. Of course they never forgot the incident.

Unfortunately, it is impossible to prove or to disprove this story. The trustee minutes for this period, and many of the college account books, were destroyed in the Walker Hall fire. I have examined all extant records and find no corroborative evidence. "Old Doc" wrote his story a third of a century later when his memory and that of his aging contemporaries may have played him false. For the story is out of character for the Board and inconsistent with all their other actions. We know that the cost of living was rising seriously in the Civil War. We know that the Board voted a gratuity of \$100 to each professor in July 1863 and expressed the hope that they could soon increase salaries. A year later, the Board voted a gratuity of \$300 to each professor. In 1866 the professorial salary scale was raised to \$2,000. In 1871 it was raised to \$2,500. There follows a complete blank in our information. Then, in 1880, we find the professorial salary scale at \$2,375, a decrease of \$125, or five per cent.

The country had been through the worst depression in its history. The income of the College had dropped, its debts had increased, and its Finance Committee had considered its condition serious. Meanwhile, the cost of living had dropped substantially. The only conclusion I can come to is that the Board was forced to reduce the salary scale by five per cent, and that this action was taken because of the serious financial situation facing the College and had nothing whatever to do with the payment for the church organ. The Board at the time had a special committee for conference with the faculty on salary scale, though we do not know the makeup of the committee.

As we review the building of Walker Hall and the College Church with the advantage of hindsight, we are surprised that the Board embarked on the construction of the church when only half of the necessary funds were in hand. It was a bold action, doubtless promoted by the president for reasons of sentiment, and supported by Williston, the richest member of the Board at the time. Williston was a sanguine man. "Everybody stood at a distance from him," records a contemporary chronicler. He was self-confident, he was successful. And the temper of the country was one of self-confidence after the war. When Stearns asked Williston whether they should plan the church for the present or for a hundred years to come, he instantly replied, "For five hundred years." Today, no one, I suppose, thinks he can see ahead very far into the future. Then, they spoke confidently of half a millennium. The country was riding the rising tide of prosperity and expansion and Williston's attitude was that of the leaders of finance

and business of the time. The country had survived the great Chicago fire of 1871 and the disastrous Boston fire of November 1872. Prices, it is true, were high. Cornelius Vanderbilt, the great captain of industry, was paying \$120 per ton for steel rails for the New York Central. Money was growing tighter.

The church was dedicated on the 1st of July. Two months and a half later came the failure of Jay Cooke & Co., followed by the failure of other great banking houses, the closing of the New York Stock Exchange, and the panic of 1873, followed by the long depression. Prices plummeted, unemployment was high, wages dropped, and there was widespread suffering. The College had done its building at the high level of costs and now had a debt on the church which must be met.

Edward Dickinson, who had served the College as treasurer for nearly forty years, was old and weary, and retired at his own request. At a special meeting of the Board at the Massasoit House in Springfield on December 1, 1873, his son, William Austin Dickinson, who had graduated from the College in the class of 1850, was elected to succeed him, and a committee on finance composed of Trustees Bullock, Hardy, and Edwards was appointed to consult with him. Austin Dickinson we have already seen as in charge of the building of Walker Hall and as a member of the building committee for the church. He was young and vigorous, but he assumed the treasurership of the College at a time of extraordinary crisis. Within a year his father died.

President Stearns' work was nearly over. The death of his wife, the loss of his son Frazar in the war, and the death of his son William had shaken him severely. The Board reduced his responsibilities by transferring some of them to the new treasurer. They urged him to take a trip to Europe at the expense of the College. But his course was nearly run, and the College was facing the difficult problems of a prolonged depression. He wrote his resignation as president, but before the meeting at which he intended to present it, he passed away quietly in his sleep at the age of seventy-one.

He had served the College as president for twenty-two years, the same term as Heman Humphrey. No president has served Amherst longer. He had been awarded the honorary degree of Doctor of Laws by Harvard, and of Doctor of Divinity by Princeton. He had presided at the semicentennial celebration of the College. The endowment had grown from about \$150,000 to about \$600,000. Williston Hall, East College, Barrett Gymnasium, College Hall, Walker Hall, and the College Church had been added to the plant. "Old" North College had been lost by fire. Johnson Chapel had been refurbished. The campus

had been extended. Gifts to the College during his term of office were estimated by Tyler as close to three-quarters of a million dollars. But perhaps twenty per cent of this amount proved to be in securities which the College was unable to sell and which finally had to be charged off as loss. It was a good record, a very good record, of accomplishment. And he left a sound college for his successor.

Chapter V

“OLD DOC” AND THE PRATTS

Julius Hawley Seelye was elected the fifth president of the College at a special meeting of the Board in July 1876. He had already served for eighteen years as professor of moral philosophy and metaphysics. He was the first alumnus of the College to hold the president's office. He had graduated in the class of 1849 and was a classmate of Edward Hitchcock, Jr., who was a colleague and professor of hygiene and physical education. Seelye had made a trip around the world three years earlier and was now serving his first term in Congress, having been elected on an independent ticket, defeating both his Republican and Democratic opponents. He was fifty-two years old. His inauguration was delayed until the following year, so that he could serve out his term in the Congress; during his absence in Washington, Professor Tyler was acting-president. In his earlier years Seelye had been the strongest and most robust man on the faculty, but from 1885 until his resignation in 1890 he suffered from serious ill health which finally forced him to withdraw from all active work. During the twelve years when he was the active head of the College he made an extraordinary record, and he now ranks with Hitchcock as one of the great presidents of Amherst.

Seelye advised the Board, when he accepted the presidency, that he would prefer to live in his own home instead of moving into the president's house. The Seelye house was at 56 College Street and is now the property of the Phi Alpha Psi Fraternity. The Board approved his suggestion and presently rented the president's house. The tenant during the entire term of the Seelye administration was Mrs. Stearns, widow of William French Stearns, whose gift had made possible the College Church. On the death of her husband she had been invited by President Stearns to bring her children to Amherst. Now, on his death, she was left with seven children and no means of support. She was a gallant woman of great ability and force of character, and she started a school for girls in the president's house. From a memorandum prepared long ago by the treasurer I learn that the rental was \$250 [84]



College Hall, once the town's Congregational church



Walker Hall before the fire and today

for the first year and \$500 for subsequent years. At the end of the Seelye administration, when the College needed the house for his successor, Mrs. Stearns bought a house on Snell Street and moved her family and her school to the new location. One of her children was Alfred E. Stearns, who later graduated from Amherst in the class of 1894, and who later still served with marked distinction as a member of the Amherst Board, succeeding Mr. Plimpton as chairman of the Board. The story of Mrs. Stearns' school has been well told by one of her students, Millicent Todd Bingham, daughter of Professor David Todd.

One of the first significant additions to the college plant in the Seelye administration we owe to an unusual undergraduate who acted on the advice of Dr. Hitchcock. In the early days of the College such outdoor sports as there were were played in the college grove. When intercollegiate sports were introduced, the Amherst teams were obliged to use the Hampshire County fairgrounds and race track. The field was a long way from the College and was too rough to be suitable for baseball. In 1877, Lucien Ira Blake, one of the best students in the senior class and president of the Amherst Athletic Association, decided to secure a proper field. The faculty excused him from all classes and he went to New York to solicit funds. He secured some \$20,000, one of the donors being Charles Pratt, father of Charles M. Pratt of '79. Blake then returned to Amherst, took up the options he had secured on land south of the present Pratt Field, and personally superintended the workmen in preparing the land for athletic contests. In May the work was completed, and in June Amherst played Harvard on the new field, which was named Blake Field by vote of both faculty and students. Its usefulness was destroyed when the tracks of the Massachusetts Central Railroad were laid through it. In 1888 the property now known as Blake Field was purchased by the College from Professor Elijah P. Harris. It had been used for games as far back, at least, as 1881.

Lucien Ira Blake (1852-1916) carried on postgraduate work in physics at Amherst and the University of Berlin, where he took his doctorate in 1883. He taught physics for a number of years, and later became a consulting engineer. He invented the Blake ore separator and a submarine signaling device.

The first statement I have found of Seelye's program for the development of the college plant is contained in a letter of his to a young alumnus who had graduated in the class of 1876, a few weeks before Seelye's election — George Arthur Plimpton. The letter is dated March 2, 1881, and outlines the needs of the College. The keynote of the letter is contained in the following sentence: "The general truth

about the College is that we have outgrown our accommodations, but this growth does not furnish us the means for new housing." And before discussing the need for additional endowment for faculty salaries, Seelye outlines the needs for additional plant facilities. These he suggests are:

- "1. An extension of the library building; cost \$25,000
- "2. A new and model dormitory to take the place of East College, with apartments in it for a family, together with kitchen and dining rooms, where our students could board if they should choose, and where our Commencement dinners could take place; cost \$50,000
- "3. A new chemical laboratory; cost \$10,000
- "4. A new gymnasium; cost \$20,000."

Then he adds that "it is a fixed rule never to start on enlargement till we have the means for it. We are not going to run in debt, but will use our present means as best we may till more are provided." He was reverting to Hitchcock's policy after observing the heavy debt which hung over the College during the long depression of 1873, due to the fact that his predecessor and the Board had had to borrow money to help finance the building program on which they had embarked.

A year later, and before Seelye had had an opportunity to secure the necessary funds for any of these projects, the College suffered a staggering blow. On the night of March 29, 1882, fire broke out in Walker Hall. "Not a person could enter the burning building," says Tyler. "From the moment when the fire was discovered, probably almost from the moment the building took fire, the interior from roof to basement was wrapped in one universal sheet of flame. It was vacation. The faculty was mostly out of town. President Seelye was in Bethel, Connecticut. He was at first almost overwhelmed by the intelligence. The calamity was the harder to bear, because the property was insured for less than half its value."

Everything in the building was lost except what was in the vaults: the Shepard collection of minerals for which the College was paying \$40,000 and which Shepard valued at \$75,000; the mathematical diagrams of Professor Esty; the astronomical calculations of Professor Todd; the apparatus of Professor Snell; the official and private papers of President Seelye; and the second volume of the minutes of the Board of Trustees containing the records from Commencement 1868 to Commencement 1881.

The building, which had cost over \$100,000, was insured for \$35,000, the contents for \$15,000. Tyler remarked later that he hoped the fire

[86]

had taught the College two lessons of worldly wisdom: first, to handle with more care inflammable paints and varnishes; and second, to insure for full value buildings built with charity funds. The president's family were afraid that the president would resign his office on his return from Bethel. But that was not Seelye; he gathered his strength to rebuild.

A special meeting of the Board was called to meet in Boston at the office of Henry Hyde, '61, the Boston lawyer and trustee. Hyde had been elected to the Board in 1877 and served till his death in 1897. Seelye had prepared himself thoroughly for the meeting. It was not his fault that Walker Hall and the other college buildings were under-insured. This had been the policy of the Board since the founding of the College, as we have seen. The College had lost "Old" North College by fire a quarter century before and had found itself with insurance for about one third of its loss. Now the College had lost its largest and most costly building, with its contents, and the insurance would cover less than a third of the loss.

Seelye now outlined to the Board his program for the development of the plant of the College. He said that within a week of the Walker Hall fire he had obtained a gift of \$50,000 from Thomas H. McGraw, '69, of Poughkeepsie "to aid in the immediate restoration of the lost building." McGraw wished his gift to constitute a fund to endow a professorship, but this would release other college funds for rebuilding. McGraw had attended Amherst only two years as a member of the class of 1869. He had been successful in the lumber business in Michigan and New York states, and at the previous Commencement the College had made him a graduate by awarding him the honorary degree of Master of Arts.

The Board accepted the McGraw gift with deep appreciation, and in 1884 he was elected to the Board. In payment of his gift, he gave the College his note for \$50,000 with interest at six per cent. For three years he paid the interest on the note. Then, for some reason which does not appear in our records, he became disaffected. In 1891 he resigned from the Board. The note was carried on the books for some time as an asset, but was finally charged off. The three years' interest which the College received amounted to \$9,000.

The Board voted to rebuild Walker Hall at once. It appointed a committee of the president and treasurer and Trustees Sanford, Hyde, and Walker to select a plan for its reconstruction, and a second committee of the president, treasurer, Professor Mather, and A. L. Williston as a Building Committee.

John E. Sanford, '51, Taunton lawyer and public servant, had been

elected to the Board in 1874 and served till 1907. For the last eight years of his term he was president of the Board.

Francis Amasa Walker, '60, was one of the most romantic figures in the history of the College. Soon after graduation from college, he joined the Union Army, without a commission, and was promoted through grades to the rank of Brigadier General. He was captured several times by the Confederates, was confined in Libby Prison, but each time managed to escape. At the age of thirty he was superintendent of the United States Census, at thirty-two a full professor at Yale. At thirty-six, the Amherst Board were inclined to elect him president of the College, but the clerical members of the Board considered him not evangelical enough. At thirty-nine he was elected an alumni trustee of the College, and at forty-one he became president of Massachusetts Institute of Technology, where he rendered services to that institution similar to those of President Hitchcock to Amherst. General Walker was awarded honorary degrees by Amherst, Harvard, Yale, Columbia, and St. Andrews, Scotland.

Professor Richard Henry Mather, '57, was a member of the college faculty from 1859 till 1890, professor of Greek and lecturer on sculpture, a trustee of Williston Seminary, and a member of the Managing Committee of the American School of Classical Studies at Athens. He was the first member of the faculty in the field of the arts.

Asahel Lyman Williston (honorary Master of Arts at Amherst in 1881) was a nephew of Samuel Williston and president of the First National Bank of Northampton, trustee of Williston Academy, treasurer of Mount Holyoke College, and trustee of Smith College. His two sons, Robert L. and Harry S., graduated from Amherst in the classes of 1892 and 1895. Though never a member of the Amherst Board, he served on the Prudential Committee until 1892.

The Committee to select a plan for rebuilding Walker consulted several architects and finally selected one of the two plans proposed by Peabody & Stearns of Boston. There was some difference of opinion between the Committee and the architect, which was finally ironed out in conference on the ground. The plan for the first and second floors followed the original design, but the third floor was made into classrooms, as the collections housed there had been destroyed. The contract for reconstruction was let to William N. Flynt & Company of Monson, my grandfather's firm. It will be recalled that he had contributed the granite for the building originally. The work went forward rapidly and when it was completed the president advised the alumni that it was "a magnificent structure, not only solidly built but handsomely finished."

The cost of reconstruction was nearly \$100,000, and the trustees used the insurance money of about \$35,000, together with about \$42,000 from the Morgan bequest. In 1884 a debt of \$5,300 on the original building was paid from the Walker legacy.

The insurance money of \$15,000 on the contents of Walker was applied first to the payment of the remaining debt on the collections which had been destroyed, and the balance was used to purchase new apparatus.

The trustees immediately increased the insurance on the college buildings by \$300,000 and instructed the Prudential Committee to purchase fire extinguishers and to study the problem of protecting Appleton Cabinet, with its collections, from fire.

The choice of architect is interesting. The Board at this time seems to have consulted several firms and asked each to submit sketches. The firm selected was Peabody & Stearns of Boston, who had designed Matthews Hall for Harvard ten years earlier. Robert Swain Peabody (1843-1917) was born in New Bedford. His father was at one time minister of King's Chapel in Boston, and his mother was a Salem Derby. Peabody graduated from Harvard in 1866 and studied at the École des Beaux Arts at Paris, where he became a warm friend of Charles F. McKim. On his return to Boston, he formed a partnership with John G. Stearns, Harvard '63, and the firm had a long and honorable record for forty-five years. Peabody was the designer and Stearns supervised the construction. Among the many buildings designed by the firm were Matthews Hall and Hemenway Gymnasium for Harvard, the Exchange Building and the Custom House Tower in Boston, Groton School, the State House in Concord, the City Hall and the State Mutual Life Insurance Building in Worcester, Simmons College in Boston, and the Union League Club in New York.

While Harvard had selected Peabody for two buildings in the 1870's, it chose Henry Hobson Richardson in 1880 to design Sever Hall, and three years later to design Austin Hall for the Harvard Law School. Richardson (1838-1886), who had graduated from Harvard in the class of 1859, is now regarded as perhaps the greatest architect of his time. Both McKim and Stanford White were learning their profession in his office when he designed Trinity Church in Boston. Dean Hudnut of the Harvard Graduate School of Design considers Sever Hall "the most American of our [Harvard's] buildings — and our most important one . . . a turning point in the course of American architecture." Sever and Austin today are proud ornaments of the Harvard plant, while our Walker Hall, in the style which the good President Stearns described as "revised mediaeval," stands as an enduring monument of good masonry.

Almost a year before the Walker Hall fire, Seelye had called the

attention of the Board to the fact that the library building was so crowded as to make necessary either the enlargement of the existing building or the erection of a new building. And he pointed out that the gift of David Sears of Boston of \$5,000 for this purpose, made in January 1864, had now grown by the accumulation of interest and the addition of other contributions for the purpose to \$25,000. A committee had been appointed to study the problem. At the special meeting in March 1882, after disposing of the questions arising from the fire, the president again brought up the question of the library, and the Board voted that the committee "proceed in the business committed to them." The Building Committee was the same as the Committee for Walker. The Committee made a careful study of the College's needs, examined the libraries of other colleges, and selected Francis R. Allen of the class of 1865, of the firm of Allen & Kenway of Boston, as architects.

Francis Richmond Allen (1843-1931) was born in Boston and graduated from Amherst in the class of 1865. For the next ten years he was engaged in the dry goods business in Boston. Then he studied architecture at Massachusetts Institute of Technology and at the École des Beaux Arts in Paris. Allen & Kenway later became Allen & Collens and, under Carl Collens, is today a leading firm in Boston. Allen received the honorary degree of Doctor of Laws from Williams College in 1905 and from Amherst in 1912. The successor firm of Allen & Collens was retained to make studies of possible changes in Stearns Church in the 1920's, but adequate funds to carry out the changes were not available.

The work on the library went on at the same time as the rebuilding of Walker and both were finished in the following summer (1883). Professor Mather, who acted as agent of the Committee to oversee the process of construction, proved to be an excellent choice for this post. As he carried his regular work in the College at the same time, he had an uncommonly busy year.

The library addition was a fireproof structure forty feet high, and forty feet square, divided into six stories for the storage of books, and added on the west side of the existing building. The floors for the addition were cast iron, and the stacks were of iron. A new entrance was added, with a tower containing the staircase to the second floor of the existing building. The Nineveh tablets were then transferred from the wing of the Octagon to the library. The enlarged library building had space for 125,000 volumes, and would therefore be adequate to the needs of the College for many years. The College's collection of books at the time numbered about 43,000 volumes.

The cost of these changes in the library was about \$47,000. It was met by the original gift of \$5,000 from David Sears with accumulated income, and by gifts from the following:

James B. Jermain, '31	
Albany lawyer and financier	\$8,000
John Appleton Burnham, '33	
Boston merchant and manufacturer	2,000
W. O. Grover	1,000
W. W. Scarborough of Cincinnati, whose	
three sons graduated from Amherst in	
the classes of 1878, 1881, and 1885	1,000
W. W. Scarborough, for a friend	1,000
Aaron Bagg, whose son was a member	
of the class of 1872	500
J. W. Yates, whose son graduated in 1880	250

The remainder of the cost was taken from the generous bequest of Henry T. Morgan of New York, who died in the early part of 1883 and whose executors made prompt payment of the bequest to the College. In grateful appreciation, the Board named the enlarged building Morgan Library.

Henry T. Morgan was born in Lee, Massachusetts, and descended from Captain Miles Morgan, one of the founders of Springfield, and from the Reverend Edward Taylor of Westfield, the pastor and poet. He is thus related to Professors Charles Hill Morgan II and Vincent Morgan of the Amherst faculty, and to Francis Taylor Pearsons Plimpton of the Amherst Board. Henry Morgan began his business life at sixteen as a teller of the Fairfield County Bank at Norwalk, Connecticut. In 1837 he went to New York and for over forty years was a successful stockbroker, with an office in Wall Street and a home at 28 Fifth Avenue. Later, he gave the City of Springfield a fine bronze statue of Captain Miles Morgan. On his death, he left an estate of a million and a half dollars. His bequest to Amherst amounted to something over \$80,000. I have been unable to find how his interest in Amherst was aroused.

After Seelye had secured the approval of the Board for the reconstruction of Walker and the addition to the library building, he presented to the same special meeting of the Board the generous offer of Charles Millard Pratt for a new gymnasium. The Board voted that the same Building Committee, with the addition of Dr. Hitchcock and Mr. Pratt, select plans and recommend measures for the erection of a new gymnasium, and report at the Commencement meeting of the Board six weeks later.

Charles Millard Pratt had graduated from Amherst three years before in the class of 1879. His father (Charles Pratt) was a partner of John D. Rockefeller, Sr., in the development of the Standard Oil Company; young Charles M. Pratt had entered the oil business on graduation and was already secretary, treasurer, and a director of the Standard Oil Company. I have told the story of Charles Pratt and his son in some detail in my *History of the Endowment of Amherst College* and need not repeat it here. But it will not be out of place to recall that the Standard Oil Company was not then the great industrial concern it later became. It had been founded in 1870 in Cleveland with a capital of a million dollars, and in its first ten years had attained a leading place in the new industry. Charles M. Pratt had come to Amherst at the suggestion of one of his teachers, William C. Peckham, '67. But his generous impulse to provide a new gymnasium for his alma mater was stimulated by another teacher — Dr. Edward Hitchcock, '49.

Edward Hitchcock was "the Doctor" in those days; later, he was canonized by the alumni as "Old Doc." Born in Amherst in 1828, the son of President Hitchcock, he had prepared for college at Williston Seminary and Amherst Academy. After graduation from Amherst, he attended Harvard Medical School and took his M.D. degree. He then returned to Williston as a teacher. In 1860 he went to London for private study under Sir Richard Owen, and at the end of a year came to Amherst as professor of hygiene and physical education, a post which he filled for fifty years. From 1898 to 1910 he was dean of the faculty. He was one of the founders and, for its first three years, president of the American Association for the Advancement of Physical Education, trustee of Mount Holyoke College, Williston Seminary, Clark Institution in Northampton, and the Northampton Insane Hospital, and member of the State Board of Health, Lunacy, and Charity. He had ten children. In 1899 he was awarded the honorary degree of Doctor of Laws by his alma mater.

Dr. Hitchcock had lived through the dark days of Amherst. The young college and its precarious affairs were the most frequent subjects of conversation in his home when he was growing up. He had lived, as a boy, at what is now 271 South Pleasant Street and then in the president's house. After his marriage, his home was on College Street. He had traveled with his father on many of his trips and watched him in his efforts to raise money for the College. From his appointment to the faculty in 1861, every student of the College had been a member of one or more of his classes in physical education. He was a frequent speaker in the college chapel. And as he and his associates considered that

the College stood *in loco parentis* to the undergraduates, he came easily to assume a paternal interest and authority over individual students who for one reason or another attracted his special attention. Most of us in each college generation came to his attention, either because of some boyish prank or for financial reasons, or because we had overcut chapel or class, or because of illness in term time.

As a pioneer in the field of physical education, he had to develop and modify his program, and he had to secure funds from some source to provide the necessary quarters and apparatus. Hitchcock never relied on a president to secure the funds he thought he needed, though of course he welcomed any assistance a president might give him. He was his own propagandist for financial assistance for his department, and he was tireless in his efforts. His father, when he was a professor, had constantly sought money to add to the scientific collections, and, as president, to house the collections. "Old Doc" needed no better example. On the whole, it is perhaps fair to say that in the field of raising money he was even more successful than his father. His father had had to find his gifts from friends of the College; his son found them from the parents of students and from the students themselves after they had in later years become financially successful. As I look back over the roll of the professors of the College for nearly a century and a half, it seems clear that four professors have succeeded in raising substantial sums for the work of their departments or for the work of the College. In chronological order, they are Edward Hitchcock, Sr., William S. Tyler, Edward Hitchcock, Jr., and David Todd.

"Old Doc" became warmly attached to Charles M. Pratt and the affection was reciprocated. They became lifelong friends. Some years later (1892) when "Old Doc's" health was frail, his daughter records in the family diary that her father and mother made an extensive trip to Brazil and that Mr. Pratt paid all the expenses, including pocket money for incidentals on the trip.

In the college archives is a scrapbook containing the correspondence between Charles M. Pratt and "Old Doc" in connection with the gift of funds for the new gymnasium and the erection of the building. There are occasional letters from Pratt's father and occasional letters from Seelye. But it is clear beyond doubt that young Pratt was making the gift because of Hitchcock, and that every detail was carefully gone over by these two men — Pratt, a young man of twenty-seven, and Hitchcock, nearly thirty years his senior.

Six weeks later, at the Commencement meeting of the Board in 1882, the committee to which the gymnasium project had been referred made its report, and the Board voted that the committee be "empow-

ered to go forward with its erection, it being understood that the expense . . . will be defrayed by Mr. Charles M. Pratt, of Brooklyn; — & that the edifice, when built, be known as the Pratt Gymnasium.” At the same meeting, the Board authorized the Prudential Committee “to take down, & use the materials of East College in the construction of other College buildings, or otherwise, at their discretion.”

The story of the next year is recorded in a private report of Seelye to the Board submitted a year later. “A year ago,” says Seelye, “the Trustees authorized the building committee which they had appointed for the purpose, to proceed with the erection of Pratt Gymnasium, on condition that the money for the purpose should be furnished by Mr. Charles M. Pratt of Brooklyn. Mr. Pratt had previously told me that he would give \$25,000 to put up such a building if the College would give it the necessary equipment. Believing that the Trustees would accept this proposal, & desiring to have everything in readiness for a prompt beginning of the work, I requested Messrs. Peabody & Stearns [architects for reconstructing Walker Hall], & Messrs. Allen & Kenway [architects for the addition to Morgan Library], of Boston, to present to the Committee their plans for the new building, at an estimated cost not exceeding the sum named by Mr. Pratt. They did so & the Committee would have been well satisfied with either of the plans proposed by these architects. But after the matter had gone thus far with the expressed approval of Mr. Pratt, he desired to have the Committee consult Mr. E. L. Roberts, a New York Architect, with whom he was acquainted, & from whom he thought we should obtain a more satisfactory plan. Desiring to accord as far as possible with the wishes of Mr. Pratt, & hoping also that we should not be unduly delayed thereby, this was done.

“Mr. Roberts could not give the matter his immediate attention, & when he did undertake it, he was found to be very slow, so that six months, — during which time we had hoped to have at least the walls of the new building completed — had passed before he was ready to submit to us any plan. This plan, when secured, was not satisfactory to any member of the Committee except Mr. Pratt, & still farther delays were necessary before it could be changed. The plan having been finally made acceptable to the Committee, it required a still farther time to get the specifications for the builders’ estimates, which having been at length obtained were submitted to four companies of builders for their bids. The lowest of these was found to be \$47,849, the highest being about \$6,000 more. Mr. Pratt, having taken his time to consider these, intimated his willingness to give \$35,000 & to pay

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the architect's fees if the College would proceed with the erection of the building according to Mr. Roberts' plan.

"But this, under the vote of the Trustees, I did not deem that the Committee was authorized to do, & I therefore sought the advice by letter of the individual members of this Board. The result would have seemed to justify the Committee in going ahead, but before making any contract for the work I deemed it important to possess in writing from Mr. Pratt what he had only given orally, & it was not till three weeks ago today that this could be obtained. I cannot give any satisfactory reason for this delay, for Mr. Pratt is undoubtedly able to do all he has promised, & seems moreover willing & desirous to do it. I regard his offer, now that he has put it in definite terms, as a very generous one.

"With the architect's fees his gift will amount to well nigh \$40,000, and as this is the first building we have ever had erected by an Alumnus, & may, it is to be hoped, be not only the beginning but the incentive to others yet to follow, it seems wise to accept his terms, & go to work at once. So confident were the Committee that this would be the judgment of the Trustees that they have advised Mr. John Beston, whose bids for the building were the lowest, to have everything ready to start without delay, immediately after Commencement. I have Mr. Pratt's communication here and will lay it before the Board."

The question of site had been troublesome, and the Board had asked Olmsted to make a report. His report had been approved by Mr. Pratt and accepted by the Board. Olmsted at this time was recognized as the leading landscape architect of the country. A year later (1884) Seelye reported to the Board that Pratt Gymnasium was rapidly approaching completion. "The site," he added, "has occasioned much criticism, but I am persuaded that it was not mistaken, & that when all is completed it will be approved by everyone. It was necessary to make considerable grading about the building, & when East College was removed according to the authority given to the Prudential Committee one year ago, it seemed wise to the Committee to engage Mr. Olmsted to furnish us a complete plan for the grading & roads & walks of the whole college grounds. This has been done, much to our acceptance, and work according to it has been begun, by the authority given to the Prudential Committee at the last meeting of the Trustees. To complete it will yet take some time & much expense, but in the present condition of the college I know of no expenditure likely to give us better returns. With the unsurpassed beauty of our surroundings, our college grounds should have a beauty worthy of their setting."

Seelye had handled the difficult negotiations with the young Charles M. Pratt with understanding, tact, and wisdom. And occasionally Pratt's father had put in a word to smooth over the irritations which were unavoidable in the circumstances. It seems clear from the correspondence that Pratt's father wished his son to make his own decisions, but that he wished the project to go through. It also seems clear that the father wanted his son to enjoy the process of giving away money. The incident is a striking example of the difficulties that arise when too many architects are consulted, and of the fact that difficulties are multiplied when the architect finally retained is responsible to and paid by the donor, and not by the College.

Unfortunately, as Seelye reported a year later (1885) to the Board, "the difficulties attending the building of the new gymnasium did not end with its erection. As the building came into use at the opening of the present year, it was soon found that the heating apparatus was quite insufficient. This was not unexpected to the Building Committee, who had used their best endeavors, in vain, to induce Mr. Pratt and his architect to put in a boiler of different construction from what the latter designed. The inspector of boilers sent from a Hartford insurance company pronounced it unsafe, & refused to recommend it for insurance. We soon found it not only unsafe but inefficient, & to save ourselves from the danger of having the building blown up, & the liability of having the pipes freeze & burst, we were obliged to remove one of the boilers & put in another of larger capacity & different construction, involving an expense of some \$700. This Mr. Pratt has not yet intimated any disposition to pay."

When the building was completed, a bronze tablet was installed, recording the fact that Pratt's gift was made out of affection for Dr. Hitchcock. Hitchcock now had a fine building, the largest on the campus. And Pratt Gymnasium served the College for half a century as gymnasium. Much of the material salvaged from East College was used in its construction, and so our present Pratt Museum of Geology contains all that remains of a short-lived dormitory.

The total cost of Pratt Gymnasium was \$69,200, of which Pratt gave \$35,275. Hitchcock did his share in finding money to pay for the overrun. He secured a gift of \$1,000 from W. W. Scarborough of Cincinnati, whose youngest son was in college and whose two older sons had recently graduated. He secured another gift of \$10,000 from Frederick Billings, whose son, Parmly, had transferred to Amherst after a freshman year at Williams and was now a member of the class of 1884. And the Board used a legacy of \$2,500 from the estate of William Reed, plus \$9,771.26 from the Henry T. Morgan bequest, plus

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\$10,523.55 from the Fayerweather bequest. The Board also used \$200 from a gift of John H. Southworth of \$5,000 given for any purpose the Board desired to use it.

Frederick Billings (1823-1890), born in Vermont, a graduate of the University of Vermont, lawyer, and railroad financier, lived in Woodstock, Vermont, and in San Francisco. He was the first chairman of the Board of the University of California. His second son, Richard, graduated from Amherst in the class of 1897. Just before his death in 1890, Frederick Billings anticipated a provision in his will and gave the College a fund of \$50,000 to establish the Parmly Billings Professorship of Hygiene and Physical Education in memory of his eldest son, who had died in 1888 at the age of twenty-five. Both Billings gifts and subsequent smaller gifts for the department by his widow and surviving son were made because of the confidence and affection which Parmly Billings had had for Hitchcock.

William Reed (1776-1837) was a wealthy merchant of Marblehead who was interested in religious and educational institutions. He was elected to the Amherst Board in 1835, but died before he could take any significant part in the affairs of the College. He left the College a bequest of \$10,000, which came in three installments, on the death of life tenants: \$5,000 in 1858, \$2,500 in 1878, and the final \$2,500 in the same year.

The Fayerweather estate we shall consider at some length a little later. John H. Southworth of Springfield had given chandeliers to the library building, and made other gifts from time to time. He seems to have been engaged in a number of business enterprises, including the Southworth Paper Company and the Wilcox & Gibbs Sewing Machine Company.

With the problems of Pratt Gymnasium finally disposed of, Seelye, in his report to the Board in 1886, renewed his recommendation for a new chemistry building, and added that he had "good reason to believe that the college funds will receive some important additions ere long" which could be used for this purpose. His high hopes were, however, dashed, and a year later (1887) he reported to the Board that "Mr. John Davenport who has promised to build us a chemical laboratory, & who will, it is still confidently hoped, at some time do this, finds himself obliged to postpone this until after the present year."

John Davenport (1835-1895) had transferred to Amherst from Yale and graduated in the class of 1858. He then went to Japan with our resident minister, and later around the world. He was now in the real estate business in Bath, New York. In his will he left \$50,000 to Amherst for a memorial building, subject to a life estate which fell in some

thirty years later. As president of the College, I had the privilege of recommending to the Board that we use the fund to erect the John Davenport Squash Building.

Seelye knew, however, that the College must have a chemistry laboratory, and he continued his efforts for funds. At his instance, a fund of \$20,000 was contributed by three men — D. Willis James, whose son was then an undergraduate in the class of 1889, G. Henry Whitcomb, '64, the Worcester manufacturer who had joined the Board in 1884, and Henry D. Hyde, '61, the Boston lawyer who had joined the Board in 1877.

In 1885 Seelye suggested to the Board the enlargement of the campus to the east; after considering the matter for a year the Board voted to purchase from William Austin Dickinson, the treasurer, the land east of the campus extending to the tracks of the Central Vermont Railroad for \$8,500. It seems to me clear from the record that Seelye was more farsighted in this proposal than most of the Board. He was confident of the present strength of the College and of its future, and he saw the importance of purchasing the land adjoining the campus when it was on the market, as a protection for the future growth and development of the college plant. Seelye then secured a special gift, so that the land cost the College nothing.

In 1884 Seelye brought to the attention of the Board the condition of North and South Colleges, and he suggested that steam heat could be furnished the dormitories from the heating plant in Walker Hall. The Prudential Committee studied the question of cost. In 1888 the Board authorized the expenditure of \$5,000 "to put one entry of South College in condition for use by the students."

In 1888 the College was plagued by another serious fire. It was not on the campus, but in the town. The fire occurred on the night of March 12, the night of the famous blizzard, and destroyed a business building in the center of town in which the treasurer of the College maintained his office. Everything in his office was destroyed except what was in his safes. A large amount of historical material dealing with both the College and the town, which Austin Dickinson was arranging for the use of scholars, was a complete loss. The only benefit the College derived was that the treasurer's office was transferred to Walker Hall, where it has been ever since.

Meanwhile, Dr. Hitchcock had not been idle. In 1883, when Pratt Gymnasium was in process of construction, Pratt's brother, Frederic B., entered college as a freshman. Hitchcock immediately took him under his paternal eye because of his friendship for his elder brother. Fred graduated in the class of 1887. In 1889 he decided to give the College [98]

an athletic field, and in 1890 he presented a formal letter to the Board making the generous offer. The Board accepted the gift and extended the thanks of the Board "for his wise & generous care for the College." It is to be noted that Charles M. Pratt's first offer of a gift for a gymnasium was made when he was only three years out of college, and that Fred's offer of a gift of \$20,000 was made exactly three years after his graduation.

Frederic Bayley Pratt (1865-1945) joined the family firm of Charles Pratt & Co. after graduation. Later, on his father's death, he became president of Pratt Institute in Brooklyn, which had been founded by his father and supported to a large extent by the family, and he devoted his long life to its development. He was awarded the honorary degree of Master of Arts in 1904 and of Doctor of Laws in 1917 by his alma mater for his work in educational administration.

Fred Pratt's letter to the Board is dated April 17, 1890, and is as follows:

"I have long felt the growing importance of athletic sports as a helpful influence for college life. With a view of supplying what I have thought to be a deficiency, I propose to contribute to your care the sum of \$20,000 to be known as the 'F. B. Pratt Athletic Fund,' the principal of which to be held by you, & appropriated for the purposes under the following conditions: —

"First: — For the purchase & preparation of a suitable piece of land to be used for athletic sports, & to be known as 'Amherst College Athletic Field.' For this purpose such part of the fund as may be thought wise may be used, but not Exceeding \$15,000.

"Second: — From the income of the balance of said fund, to use such sum as may be necessary for the protection & improvement of the said 'Amherst College Athletic Field.'

"Third: — So much of the original fund as shall have been used, for the purpose Explained in clause 1, shall be returned, Either from gate-money, from contributions, or from receipts from any & all sources, under such regulations as may be deemed wise.

"Fourth: — I hesitate to impose conditions, lest I may work hardship, but I hope the managers of this fund will be able, from these various sources, to restore the impairment of the original fund by a sum Equal to at least the interest at 5% of the original contribution — say, \$1,000 a year.

"Fifth: — The use of the principal & income of the fund above provided, & the carrying out of the spirit of the condition of the

gift, are committed with confidence to the Athletic Board as now constituted, & their successors.

“Sixth: — I have bought the grounds, & contracted for a certain amount of the improvements, & the money that I have spent, or may spend for such land or improvements will be accounted for as a part of the contribution when done; the balance will be turned over as cash to the Trustees of this College, who will from time to time pay over such income to this Athletic Board.

Respectfully yours,

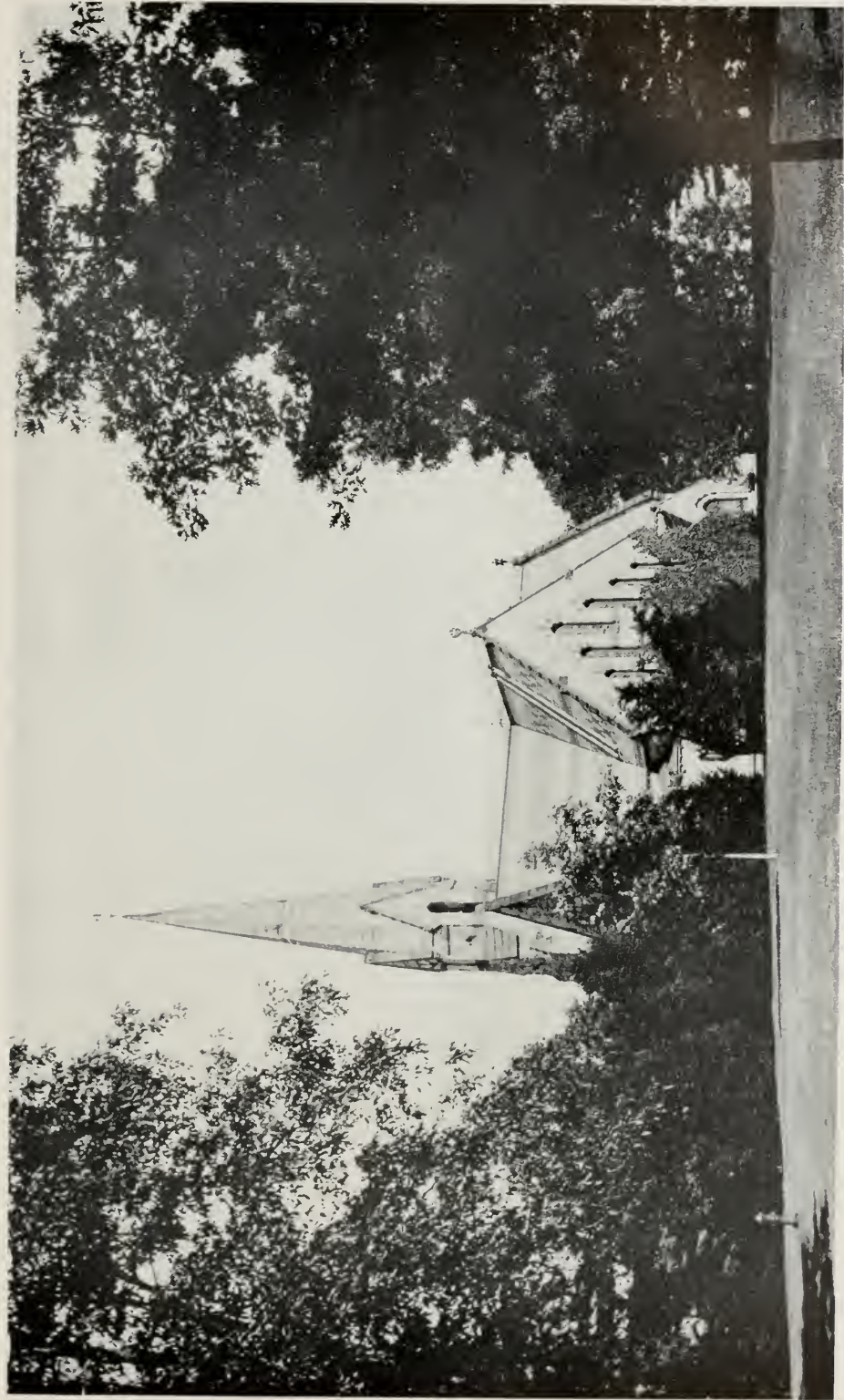
F. B. Pratt”

The development of Pratt Field and the building of a covered grandstand took another year. The field was dedicated on May 22, 1891. Dr. Hitchcock made the introductory remarks, prayer was offered by Dr. Michael Burnham of Springfield, a trustee, Mr. Pratt made the address of presentation, and President Gates accepted the gift in behalf of the College. The dedication was followed by a baseball game in which Amherst defeated Dartmouth by the one-sided score of ten to one and in which Alfred E. Stearns, '94, and Cornelius J. Sullivan, '92, played the stellar roles.

The total cost of Pratt Field was \$25,496.57, and on September 25, 1891, when all the bills were in, Pratt sent the College an additional gift of \$5,000. Pratt's suggestion that his original \$20,000 fund should be gradually restored from gate receipts proved impracticable. But on July 1, 1933, the College set up the F. B. Pratt Fund at \$20,000 and the income is allocated each year to the support of athletics.

The Commencement meeting of the Board in 1890 at which the offer of an athletic field was made to the Board by Frederic Pratt was the last meeting presided over by President Seelye. His health had been steadily deteriorating and it had become impossible for him to carry on the duties of his office. He presented his resignation and asked that it take effect immediately. Deeply as the Board regretted his leaving, there seemed to be no alternative. Seelye had been a great president and had made a profound impression on the College.

Here we are concerned with Seelye as a builder. He had seen Walker Hall, then our most important building, gutted by fire and rebuilt; a large and successful addition made to the library which would prolong its usefulness for many years; the erection of Pratt Gymnasium, the largest building on the campus; the extension of the campus to the east to the tracks of the Central Vermont Railroad; a substantial fund raised for a new chemistry laboratory; and the gift of a superb athletic field. It was a record of great accomplishment, making him one of



Stearns Church, razed in 1949 to make way for the Mead Art Building



A baseball game with Yale on Blake Field in 1885

the outstanding builders of the college plant, either before or since. And he had accomplished this in a term of only fourteen years, during the latter part of which he had been in almost continuous poor health. As the trustees looked back over the history of the College for three-quarters of a century, they might have reflected that the two presidents who had done the most for the College — Hitchcock and Seelye — had both been ill men for much of their term of office and had both had relatively short terms.

At a special meeting of the Board on July 30, 1890, at the Massasoit House in Springfield, the Board elected Merrill E. Gates, then president of Rutgers College, as the sixth president of Amherst College. Gates (1848-1922) had graduated from the University of Rochester, served for twelve years as principal of Albany Academy and for eight years as president of Rutgers. He already had honorary degrees from Princeton, Columbia, and Rochester. He was forty-two years old. Only one vote was cast in opposition to his election, and that by the youngest trustee, who was attending his first meeting of the Board. It was a courageous vote, and it was cast by George Arthur Plimpton of the class of 1876. Perhaps his colleagues on the Board did not realize that Plimpton had unusually good sources of information. As a partner in Ginn & Co., publishers of textbooks, Plimpton was in touch through his business associates with most, if not all, of the colleges of the country.

One of the names suggested to the trustee committee to select a new president was that of a young professor named Woodrow Wilson, who had recently published a volume entitled *Congressional Government*, and who in 1890 was leaving Wesleyan to join the faculty of Princeton. But the candidate most seriously considered besides Dr. Gates was an Amherst graduate named George Harris, of the class of 1866, who at the time was professor of theology at Andover Theological Seminary. He was forty-six years old, and one of his Andover colleagues and friends was about to go to Dartmouth as president. But Reverend Richard Salter Storrs, '39, who was one of the most powerful members of the Amherst Board, on which he served from 1863 till 1898, persuaded his colleagues to select Gates in place of Harris, the Amherst alumnus, because he regarded Harris' theology as tinged with modernism.

The election of Plimpton to the Board by his fellow alumni in 1890 proved to be one of the important events in the long history of the Board. The following year Daniel Willis James was elected a life trustee to fill the vacancy caused by the resignation of Thomas H. McGraw; his election proved to be of profound significance to the College. In

1897 Charles M. Pratt joined the Board. Plimpton, James, and Pratt were powerful men; James and Pratt were men of great wealth. For seventy years the leadership in the Board had rested in New England, and, in fact, in Massachusetts. The few members from New York had been primarily ministers. Now the weight of influence in the Board was to shift gradually to New York, to remain there up to the present time.

D. Willis James (1832-1904) was born in Liverpool, England, where his father was resident partner of Phelps Dodge & Company. He attended school in England and was a student for a year at the University of Edinburgh. At seventeen he came to New York to enter the employ of Phelps Dodge & Company and in five years was himself a partner. He was a pioneer in the development of railways in the Southwest and in Mexico, he amassed a large fortune, and he became one of the leading philanthropists of the country. He was deeply religious and regarded his wealth as a trust; his gifts were often made anonymously. His only son, Arthur Curtiss James, graduated from Amherst in the class of 1889, and in 1904 succeeded his father on the Amherst Board.

James' gifts to Amherst began when his son was an undergraduate and before his own election to the Board. In 1887 and 1889 he gave a fund of \$100,000 for professors' salaries, and in 1891, five months before his election to the Board, he gave another \$100,000 to establish the Seelye Fund.

The election of a new president immediately posed the question of the president's house, which had been occupied by Mrs. Stearns during the administration of Seelye. The early presidents had occupied the president's house rent free. On the election of Gates, the trustees made a decision which they were later to regret. They increased the president's salary and charged him rent of \$800 per annum. In addition, the Board thoroughly reconditioned the house at a cost of \$11,243. The ell to the west, which had been of frame construction, was rebuilt in brick; the large entrance hall with the Bulfinch staircase was installed. And the president moved in. Later, the fact that the College received rent for the house was used as a reason for its taxation by the town authorities.

In 1892 the Boltwood homestead came on the market. The dignified mansion with the large pillars stood approximately on the present site of Converse Memorial Library, and the land extended from the town common eastward to the tracks of the Central Vermont Railroad. It was essential that the property should not fall into other hands. This James saw at once and he provided the funds for its purchase by the College. The cost was \$22,077.60. The College had bought some two and a half acres of the Boltwood land at the time of the erection of

Walker Hall at a price of about \$9,956. Now they acquired the house and entire remaining property for little more than twice this amount. "Old Doc," who was not a vindictive man, writing a few years later, remarks, "And don't we remember how Lucius Boltwood 'stuck' the College for that strip which we wanted for Walker Hall. However, we got even with the estate, when we bought the whole of the rest of the property reasonably, as there was no one to bid against us." After all, both Lucius Boltwood and "Old Doc" were Yankees. Lucius Boltwood had served the College for a third of a century, and served it well. But a trade was a trade. Now he was gone, and "Old Doc" was happy to see the scales tip the other way in the trade between the Yankee college and the estate.

The Board voted that James, in consultation with the president, should name the building acquired, and it was named Hitchcock Hall. For a quarter of a century after its purchase it stood at the entrance to the campus, an imposing landmark to students and returning alumni.

Amherst, like most of the older New England colleges, had allowed its students to get their meals where they could. Its funds for buildings had gone into classrooms, laboratories, library, and gymnasium. Its dormitories had never been adequate to house all its students since the earliest days. Boarding houses had sprung up in the village, at which the students could secure meals at varying rates. John W. Burgess, '67, in his *Reminiscences of an American Scholar*, gives an interesting description of the boarding houses of his undergraduate days. And "Old Doc" in his memoirs lists the cost of meals as follows:

In 1842	\$1.00	to	\$2.00	per week
" 1852	.75	"	2.00	" "
" 1862	1.75	"	3.00	" "
" 1872	3.50	"	6.00	" "
" 1882	3.00	"	5.00	" "
" 1892	3.00	"	6.00	" "
" 1902	3.00	"	6.00	" "

George A. Plimpton, '76, found it necessary to earn money to eke out his allowance from home; during part of his course he operated a boarding house on South Pleasant Street and made his purchases wholesale in Boston. He told me once that he found that the cheapest food he could buy which would satisfy his customers, who were of course fellow-students, was salt cod, which he bought by the barrel in the Boston market and had shipped to Amherst.

The arrangement under which the College accepted no responsibility for providing or supervising the food of its students was of course most convenient for the college authorities. But in 1878 Harvard built

its Memorial Hall, originally designed to provide dining rooms for the College, a purpose which it served for nearly fifty years. And in accepting the gift of the building, the funds for which had been raised by the alumni, the Harvard Corporation voted it "the most valuable gift which the University has ever received, in respect alike of cost, daily usefulness, and *moral significance*" (italics supplied). Memorial Hall, with Sanders Theatre, had cost \$370,000.

The same reasons which prompted Harvard to provide dining facilities for its students at this period made it desirable for other colleges to consider the matter. The purchase of Hitchcock Hall gave Amherst the opportunity to experiment. Hitchcock Hall was remodeled and opened as a college dining room for one hundred students, and in a few years the Boyden house, located on the site of Kirby Memorial Theater, which had been acquired by the College in 1873 for something like \$4,500, was opened as a second college dining room to accommodate eighty to one hundred students. Sometimes the dining facilities were operated by the College, although no member of the college staff had any experience in this field. Sometimes they were leased to concessionaires. For example, in 1896 the Board voted to lease the Boyden house for one year to Levi S. Wilber, who had operated a dining room in the Amherst House Annex, "to be kept as a student boarding house; the price for board not to exceed \$3.25 per week." The rental was \$200 a year, "the college to pay \$15.00 toward the expense of putting in a water-closet in the house. . . . Mr. Wilber paying the balance of the cost." At the same meeting the Board left to the president, treasurer, and Dr. Hitchcock the question of leasing Hitchcock Hall. In the Hitchcock Memorial Room is preserved the dinner menu of Hitchcock Hall for January 8, 1894. It was a Monday, a few days after the opening of college following the Christmas holidays. As one reads it today, one is surprised by the variety of dishes offered. The menu reads as follows:

Noodle Soup	
Boiled Cod	Oyster Sauce
New England Boiled Dinner	
Roast Beef	Dish Gravy
Spare Ribs of Pork with Jelly	
Chicken Pie	
Boiled and Mashed Potatoes	
Green Peas	Stewed Tomatoes
Boiled Rice	
Queen of Puddings	
Apple Pie	Custard Pie
Tea	Coffee

Undergraduates are proverbially hard to please in a college dining room. In Hitchcock Hall the College provided an elaborate menu served in uninviting surroundings, and whether the fault lay in the buying or the cooking, the results were not appetizing.

There is also in the files of the Hitchcock Memorial Room a printed list of extras which could be ordered at additional cost. It contains some seventy items ranging from buckwheat cakes at 5¢ to raw oysters at 15¢ a dozen, small tenderloin steak at 30¢, lamb chops at 20¢, and apple pie at 5¢. Meals were sent out, but at an extra charge.

When the College operated the dining rooms, it usually lost money; when it leased to a concessionaire, it secured a small revenue. But in either case, the results were unsatisfactory. During my own college course I paid between \$3.00 and \$4.50 for board, depending on my finances at the time. For much of my course I ate at Hitchcock Hall. Student behavior in the dining room at Hitchcock was often deplorable, and the board was never good. Not until spring term of my senior year did I afford the excellent boarding house on Spring Street kept by Colonel Houghton, where the weekly charge was, as I recall, \$5.50. At Harvard Law School I ate regularly at Memorial Hall and found food, management, and student behavior excellent, and the price reasonable. Amherst's early experiments in feeding those students who wished to attend a college dining hall were, in my judgment, entirely unsatisfactory. What was needed was a satisfactory plant and professional management; Amherst never had either until the opening of Valentine Hall in 1941.

The cost of remodeling Hitchcock Hall as a college boarding house had been substantial, as had the cost of reconditioning the president's house for the new president. In 1894, D. Willis James offered to pay the debt on Hitchcock Hall provided the debt on the president's house was paid by others. The Board appointed Plimpton chairman of a committee of three, with power to name his colleagues, to raise the money to meet the offer of James. Plimpton promptly raised the \$11,000 necessary. A list of the donors follows:

D. Willis James, New York	\$4,000
Henry D. Hyde, Boston	2,500
George A. Plimpton, New York	1,000
R. H. Stearns, Boston	600
Samuel Thomas, New York	500
Mason W. Tyler, New York	500
William R. Mead, New York	500
Dwight S. Herrick, New York	500
John E. Sanford, Boston	500

"A Trustee," Boston	500
John L. Brayton, Fall River	500
G. Henry Whitcomb, Worcester	500
Peter Wyckoff, New York	300
Timothy F. Allen, New York	300
Frank J. Goodnow, New York	250
Herbert L. Bridgman, Brooklyn	250
Edward A. Strong, Boston	250
J. W. Burgess, New York	250
F. W. Whitridge, New York	250
Henry W. Smith, Philadelphia	200
Winthrop Smith, Philadelphia	150
Frank D. Lewis, Philadelphia	150
S. B. Capen, Boston	150
"A Friend," New York	100
A. A. Spear, New York	100
E. W. Tyler, New York	100
Jefferson Clark, New York	100
John Deady, New York	100
Elliot Sanford, New York	100
W. D. Prentiss, New York	100
E. B. Gillett, Westfield	100
Parmelee Prentice, Chicago	50
Curtis R. Hatheway, New York	50
	<hr/> \$15,500

The most pressing need of the College for some time had been a chemistry building. Seelye had brought the matter to the attention of the Board year after year, and had succeeded in raising a fund of some \$20,000 toward the project. But it was not until the death of a leather merchant in New York in 1890 that the Board felt justified in proceeding to meet this need. No one in Amherst had ever heard of Daniel Fayerweather except Dr. Roswell Dwight Hitchcock, '36, president of Union Theological Seminary and trustee of the College since 1869. Few people in New York, in fact, knew of Fayerweather except his customers and his competitors. His will contained bequests to a score of colleges, ranging in amount from \$50,000 to \$300,000. The bequests were without restriction. Amherst ultimately received as its share of the residue a total amount of \$228,145.

Daniel B. Fayerweather was the senior partner in the firm of Fayerweather & Ladew, the largest leather merchants in the country and perhaps in the world. Born a poor boy in New England, he worked as a shoemaker and later as a peddler, until he had saved enough money to attend a boys' boarding school in Connecticut. At the age of thirty-

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two he obtained a clerkship in a New York firm of leather dealers, and within a year was admitted to the firm. In 1886, when he had become a wealthy man, he began to consider what disposition he should make of his fortune, and consulted Dr. Roswell D. Hitchcock. Guided by Dr. Hitchcock, Fayerweather made his will. A few years later he died. Legal problems developed in the settlement of the estate and extended over many years. The bequest of the residue to the colleges was, however, finally sustained in the courts.

At a special meeting of the Amherst Board in May 1891, a month before the inauguration of President Gates, the Board acted on a number of significant recommendations of the president which were to have important consequences for the College. The president and treasurer were empowered to sign an agreement for the settlement of the claims of Fayerweather's widow. The Board voted to proceed with the erection of laboratories for physics and chemistry at a cost not to exceed \$100,000, and appointed a Building Committee of three to consider plans. This committee included the president, G. Henry Whitcomb of Worcester, the dominant trustee on the Finance Committee, and Professor Herbert B. Adams, who had been elected an alumni trustee in 1889.

Finally, the Board, on the recommendation of the new president, elected Arthur L. Kimball of Johns Hopkins University professor of physics at a salary of \$3,500, and George D. Olds of the University of Rochester professor of mathematics at a salary of \$2,500. They also granted a request of Professor Tyler for enlargement of his biological laboratory at an expense of \$3,500.

The Committee retained Olmsted to make plans for the incorporation of the Boltwood property recently acquired by the College into the campus and to recommend a location for the new laboratories. Trustee Hyde and Treasurer Dickinson were added to the Building Committee. And another committee, composed of the president and Trustees James, Hyde, and the treasurer, was appointed to pass on the Olmsted plans. The only name added here is, of course, James, who had given the Boltwood property to the College.

We are familiar with all of the members of the Building Committee except Professor Adams. A graduate of the College in the class of 1872, and a Ph.D. of Heidelberg, he spent most of his life as a member of the faculty of Johns Hopkins University in the field of American history. Adams was a trustee of Amherst from 1889 till 1899, a founder of the American Historical Association, and a scholar of distinction.

The Committee selected the firm of McKim, Mead & White of New York as architects, and thus there began an association between the College and this firm which has continued until the present time. The

firm had been founded in 1879 by Charles McKim, William R. Mead, and Stanford White. It was now completing the Boston Public Library, which had brought it country-wide reputation. The firm was later to acquire the greatest prestige of any architects in our history and to exert an influence on American architecture long after the death of its founders. The Chicago World's Fair of 1893 and the development of Washington on the revival of L'Enfant's plan were both carried out under the leadership of Charles Follen McKim. The original Madison Square Garden, the New York Post Office, the Pennsylvania Station in New York City, the University, Century, Metropolitan, and Harvard Clubs in New York, the Columbia University Library, the Morgan Library, the Hall of Fame of New York University were all designed by the firm.

The three young men who founded the firm "were not only supremely sensitive but superbly trained." McKim graduated from Harvard and after study at the École des Beaux Arts entered the office of H. H. Richardson at the time when Richardson was designing Trinity Church in Boston. Stanford White was the versatile son of a gifted father and was also for a time on Richardson's staff. William Rutherford Mead (1846-1928), the central figure in the partnership, was born in Brattleboro, Vermont. He graduated from Amherst in the class of 1867, studied architecture in Boston and Europe, and spent a long life in the practice of his profession in New York City. Mead once said that it took all his time to "keep his partners from making damn fools of themselves." White's son, now a partner in the firm, says that Mead's forte was "that instinctive sense of scale and proportion which makes the development of the elevations follow naturally and logically from the plan."

Mead was a brother of Larkin G. Mead, the sculptor, and a brother-in-law of William Dean Howells. He later became a member of the American Institute of Arts and Letters, president of the American Academy in Rome (in succession to McKim), National Academician, and received the Gold Medal of Honor of the National Institute of Arts and Letters, the first American architect to be so honored. He organized and for many years headed the Art Commission of the College which made recommendations to the Board for the placing of buildings, the layout of roads and paths, and the planting of the college grounds. On his death and the subsequent death of his widow, the College received the bulk of his large estate.

On September 17, 1892 the College signed a contract for the Fayerweather laboratory with the firm of Norcross Brothers of Worcester at a figure of about \$70,000 without the steam heating. The contract is now in the college archives in the Hitchcock Memorial Room, the [108]

earliest building contract of the College now extant as far as I have been able to discover. The total cost of the building was about \$100,000.

Unexpected delays occurred in construction, and the new laboratories were not ready for occupancy until early in the year 1894.

Once more the Board had made an unfortunate decision in the timing of a major building project. The Baring failure in London in 1890 had been a conspicuous warning that fundamental conditions were unsound. But the land boom continued in the United States, prices remained high, railroad building was active, and businessmen generally continued confident. The crash came in 1893 with the failure of the Philadelphia & Reading and the Erie railroads. Specie payments were practically suspended by the banks, six hundred banks failed, and commercial failures were three times what they had been in 1873. Had the Board postponed action for eighteen months, it could have constructed the building at a very large saving.

In 1898 the Board voted to name the new building the Fayerweather Physics Laboratory, but the bronze tablet at the entrance was not installed until 1930, nearly forty years later. By that time the name "Fayerweather" had been dropped from common usage and ought, I thought, to be restored to currency, in memory of one of the most colorful and most liberal benefactors of the College.

Meanwhile, three more Pratt brothers had entered Amherst. George D. graduated in the class of 1893, Herbert L. in the class of 1895, and John T. in the class of 1896. At the May 1897 meeting of the Board a letter was presented under date of May 26, signed by the three brothers and offering the College the gift of an infirmary to cost about \$25,000 and an endowment fund of \$20,000 for its support and maintenance. The letter follows:

"Since leaving college, we have been considering more or less earnestly how we could be of the greatest aid to our Alma Mater and what we could do to bring about the greatest amount of good to the present and future generations of students in Amherst.

"Among the suggestions that have occurred to us, the one which has impressed itself as of the most value is that associated with the idea of a building where overworked and sick students, particularly those who might be suffering from contagious diseases, might be housed and receive the most intelligent and helpful attention.

"The necessity for some such building or retreat has been felt in many of the Colleges and, in some few instances, has the necessity been adequately met. Our interest in this matter led us to visit, in company with our architect, Mr. W. B. Tubby, a number of

private hospitals in various places and to consult with some of the most prominent physicians of New York and other cities. Of course our good friend Dr. Hitchcock has been most constant in his advice and suggestions in the study of the problem.

"The site selected for the building is located, as you know, in the northern part of the town, and sits on a high knoll embracing about three acres. The estimates of the cost of erecting the building, together with that for furnishing and equipping the same, will amount to between twenty and twenty-five thousand dollars. The contractors have promised the completion of the building by the first of July, and the furnishing and equipment will be added during the coming summer, so that, by the opening of the fall college term, the building will be ready for occupancy.

"We desire to turn over to you the Title and ownership of this property with an endowment fund of twenty thousand dollars, invested in twenty of the thousand dollar gold bonds of the Ohio River Railroad, — which property and endowment shall be vested in your hands, with the general understanding that the corporation shall accept this property in trust to be perpetually used for the purposes for which it was designed.

"The direct oversight and management of the building shall be in the hands of a Board of Control to be named later by us, but which shall consist of seven members, one of whom shall be one of the donors; two, members of the Board of Trustees of the College; two members of the Faculty (one of the two being a physician); the remaining two members of the Board being ladies residing in the Town of Amherst.

"The term of office of the members of the Board of Control (save the donor) shall be as follows:

Two for three years

Two for four years

Two for five years

and thereafter for a period of five years each. The Board shall elect its own successor. As soon as it is practically possible, a meeting of this Board will be held. At this meeting it is expected that the Board of Control will submit, for the acceptance and approval of the donors, a detailed plan for the management of the building.

"Trusting that this plan of ours will prove the realization of all of our hopes and expectations, we are

George D. Pratt

Herbert L. Pratt

John T. Pratt

“After the return of Mr. G. D. Pratt and Mr. H. L. Pratt from the West, the matters of the transfer of the title to the property and of the endowment to the Trustees, together with the arrangement of such details as could not be attended to at this time will be cared for.”

The Amherst Board referred the letter to a committee composed of Trustees Sanford, Whitcomb, and Brayton, and on their report the Board gratefully accepted the generous offer of the three Pratt brothers. Pratt Health Cottage served the College well for a third of a century.

The Health Cottage was built during the depression which followed the Panic of 1893 and was acquired, therefore, at a low level of cost. We may note in passing that Harvard built its Stillman Infirmary four years later, in 1901, at an original cost of \$175,000, the gift of James Stillman of New York City.

In a period of fifteen years the College had received from five Pratt brothers a gymnasium, an athletic field, a health cottage, and an endowment for the field and for the health cottage. All were concerned with the health and physical well-being of the students. Each was made after consultation with Dr. Hitchcock and at his suggestion. And the time element is significant. Charles proposed his gift three years after his graduation; Fred proposed his gift three years after his graduation; and George, Herbert, and John initiated their gift four years after George's graduation and three years after Herbert's. This cannot be coincidence. For five young men to make gifts to their alma mater is most unusual; and for the gifts to be made in each case three years after graduation suggests a pattern. It is interesting to speculate as to whether the pattern was set by their father or their mother; whether, in fact, each son was told that it was his responsibility to begin making gifts to education and charitable causes.

Each son followed a different career in later life. Charles became an officer in Standard Oil and later a director of numerous corporations, and managed for many years the family fortunes. George devoted much of his time and thought to the problems of conservation of our natural resources. Herbert went into the Standard Oil organization and finally became president and later chairman of Standard Oil of New York. John became a New York lawyer. Each had a high sense of social responsibility, each continued to give generously to his alma mater and to other institutions. Charles, George, and Herbert served successively on the Amherst Board, beginning in 1897 when Charles was elected to the Board. George was elected in 1921 to succeed Charles, and served until 1935. Herbert was elected to the Board in 1936, and

served until his death in 1945. John died in 1927 at the age of fifty-three.

There are other interesting points deserving of comment. After the misunderstanding which developed in the case of Charles' gift, subsequent offers were made in letters obviously drafted by lawyers. In each case the Pratt brother selected his own architect instead of relying on the college architect, and each selected a different architect. In the gifts of Fred and of George, Herbert and John, while legal title was vested in the Board of Trustees, the management was placed in a separate Board outside of the general administrative supervision of the president and the trustees. This arrangement was, I believe, clearly unsound, and, in fact, was later modified with the consent of the donors.

Meanwhile, North and South Colleges were seen to need extensive reconstruction. The Board first authorized the necessary work in South College, and in May 1893 the treasurer and Trustee Whitcomb were authorized to do a similar piece of work in North, including the problem of heating North and Johnson Chapel. These extensive repairs, including the introduction of steam heat for the dormitories, cost in the neighborhood of \$45,000. To effect them the treasurer was authorized to borrow the money, to be repaid when possible from room rentals.

Electricity was also introduced in some college buildings, particularly in the stacks of the library, and in 1901 the Board appropriated \$200 for lighting the college grounds by electricity.

In the summer of 1895 the College suffered a severe blow in the death of William Austin Dickinson, who had succeeded his father as treasurer in 1873 and had served the College for twenty-two years. Austin Dickinson had a deep love for the College. "His intense love of nature, his fine aesthetic perception" had been constantly at the service of his alma mater. I suppose that no treasurer in the first century of the College's history devoted as much time and thought and genuine ability to the college plant and the college grounds as Austin Dickinson. He was the agent of the succeeding building committees even before he was elected treasurer, he planted the trees in the college grove and on the town common, and he used the slender resources at his disposal in the College's annual budget for the maintenance of plant and grounds. It was at least a third of a century before the College again had a treasurer who had any special competence in this field. The endowment of the College was handled well by subsequent treasurers, supported by the Finance Committee. But the buildings and grounds suffered year after year because there was no Austin Dickinson on the staff to see that they received the constant care and development they needed.

In 1901 the College received a legacy of \$10,000 under the will of Edward N. Gibbs of Norwich, Connecticut, in memory of Austin Dickinson. The Board voted that a committee just appointed on the landscape gardening of the grounds of the College make recommendations as to the use of the income of the fund. This committee was composed of the president, the treasurer, and Trustee Look. It was an appropriate tribute to a treasurer who had made the college grounds his personal interest. George Harris was now president, Joseph W. Fairbanks was treasurer. Frank Newhall Look was an alumni trustee, elected to the Board in 1899, who served five years.

We know little of Edward N. Gibbs (1841-1900), the generous donor, beyond the fact that he was a man of some wealth, was for many years treasurer of the New York Life Insurance Company, and was a friend and admirer of Austin Dickinson. The bequest today still stands at \$10,000 in the endowment funds of the College.

Look (1855-1911) had graduated in the class of 1877 and for many years was treasurer and general manager of the Florence Manufacturing Company in Northampton. He was the donor of Look Memorial Park in Northampton.

Meanwhile, President Gates' difficulties with undergraduates, faculty, trustees, and alumni had reached a crisis. In June 1897 he sent out a printed letter addressed to the alumni, marked "Not for general publication," in which he recounted the progress made by the College under his leadership. "We build on the old foundations," he said, "we do not forget the master-builders whose devotion has rendered our past secure, and makes our present work strong as it broadens." It was of no avail. A few months later he sailed for England with his family, and before the year was out, his resignation was in the hands of the Board. The resignation was accepted at the Commencement meeting of the Board in 1898, and the administration of the College was placed in the hands of a committee composed of Professors Hitchcock, Olds, and Tyler — known affectionately as "the triumvirate" — until the Board could select a new president. They were given additional compensation for their new administrative duties: \$600 to Hitchcock, and \$350 each to Olds and Tyler.

The retiring president rented the president's house to Professor Henry Preserved Smith, '69, who had recently joined the faculty as professor of Biblical history and interpretation, for \$400, and Professor Smith advised the Board that the house would be available at Commencement for the reception given by the Board to the seniors and the alumni.

President Gates' influence on the buildings and grounds of the Col-

lege had not been significant. Pratt Field and Pratt Health Cottage had been inspired by "Old Doc." The Fayerweather Laboratory resulted from the planning of Seelye and the \$20,000 fund he had secured for the purpose, and from the fact that Daniel Fayerweather happened to die early in the Gates administration. James' gift of Hitchcock Hall, like his gifts to endowment, were also due to Seelye. And the detailed care and development of the grounds and plant were due to Treasurer Austin Dickinson. Gates had, however, made a signal contribution to the College in certain appointments to the faculty, notably Professors Olds and Kimball. The appointment of Olds in 1891, like the appointment of "Old Doc" in 1861 by President Stearns, was to have profound implications in the future of Amherst.

Chapter VI

THE AGE OF PLIMPTON

George Harris was elected the seventh president of the College at the Commencement meeting of the Board in 1899, with a salary of \$5,000 plus the use of the president's house. He was fifty-five years old. Born in East Machias, Maine, he prepared for college at Washington Academy, East Machias, and graduated from Amherst in the class of 1866. When he finished his college course he attended Bangor Theological Seminary and Andover, and was ordained. After pastorates in Auburn, Maine, and Providence, Rhode Island, and after a year's travel in Europe, he was appointed Abbott Professor of Theology at Andover. He was wise, witty, and urbane. Mrs. Harris enjoyed entertaining and the president's house became the active social center of the College. Harris' election ushered in an era of good feeling, and students, faculty, trustees, and alumni gave the new president a hearty welcome. An alumnus of the College was again its president. Harris had made it a condition of his acceptance of the office that he would not be expected to raise money for the College, and the Board had accepted the condition.

A month before his election, the Board had held a special meeting and elected John E. Sanford president of the Board. This marked a radical change in policy. Since the granting of the charter in 1825, each president of the College in succession had been president of the Board and had presided at Board meetings. But the Board's recent unhappy experience with President Gates caused a change in policy. Now a member of the Board, not the president of the College, was to be its presiding officer. Sanford was sixty-six years old, had graduated from Amherst in the class of 1851, and had been a member of the Board since 1874. He was, in fact, the senior member of the Board in length of service. He had studied law after college, for a part of the time in the office of Edward Dickinson, the treasurer of the College, and had practiced his profession in Taunton, Massachusetts. He had served in the state legislature, been Speaker of the House, Insurance Commissioner of the Commonwealth, chairman of the Board of Harbor

and Land Commissioners, chairman of the Board of Railroad Commissioners, fellow of the Royal Statistical Society of London, and president of the Taunton Savings Bank. He served as president of the Amherst Board until his death in 1907, a period of eight years. He was succeeded by George A. Plimpton, who was to serve for twenty-nine years until his death in 1936.

Academic practice differs widely on the question as to whether the president of the College is also presiding officer of the Board. Years later I asked the Rockefeller Foundation to inform me as to current practice in our leading colleges and universities. Their reply indicated clearly the lack of consensus of opinion on the subject. Among the older colleges both practices are common: each college has seemed to prefer its own answer to the problem. My own experience as president of Amherst led me to the limited conclusion that in the administration of the office at Amherst I preferred to have the office of president of the Board (now changed to chairman of the Board) held by a member of the Board other than the president of the College. And Amherst's experience undoubtedly indicates that the current practice at the College is a safeguard to the Board and to the College. A good chairman is no embarrassment to a good president. A great chairman may make an incalculable addition to the well being and development of the institution. John Sanford was a good chairman; George Plimpton was a great chairman.

George Arthur Plimpton was born in Walpole, Massachusetts, in 1855. He prepared for college at Phillips Academy at Exeter, and graduated from Amherst in the class of 1876 with Phi Beta Kappa rank. After attending Harvard Law School for one year, he took a summer job as salesman with Ginn & Co., publishers of textbooks, in order to earn money enough to visit the Philadelphia Centennial. He did so well that Ginn persuaded him to leave the Law School and come with the company. In a few years he was a partner, and later head of the firm. He was elected to the Amherst Board by the alumni in 1890 at the age of thirty-five, and served his term of five years. In 1900 he was elected to the life Board, and in 1907, at the age of fifty-two, he became president of the Board. He was a trustee of Union Theological Seminary, of Phillips Exeter Academy, trustee and treasurer of Barnard College, trustee of the American College for Girls at Constantinople, of the World Peace Foundation, Boston, trustee and treasurer of the Church Peace Union, treasurer of the endowment fund of the American Philosophical Society, and of the American Academy of Political Science.

He was a born collector. His collection of Dante items he gave to

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Pratt Gymnasium in 1865 before the swimming pool was added



The old gymnasium is now the Pratt Museum of Natural History



Main entrance to Pratt Field from the end of Hitchcock Road



Football, track, and freshman baseball are now played on Pratt Field

Wellesley College in memory of his first wife. His unique collection of books on mathematics, catalogued under the title of *Rara Arithmetica*, he gave to Columbia University; his collection of French and Indian War items he gave to Amherst College with the request that they be hung in the Lord Jeffery Inn. His house on Park Avenue contained his collection of contemporary portraits of Elizabethan writers; his farm in Walpole was filled with other collections.

He traveled widely in this country, in England and Europe, and in the Orient. He spoke at mathematical congresses and other gatherings of scholars. He published two books and numerous articles. He entertained generously. He gave liberally. And always he was active in stimulating gifts to the institutions with which he was connected. He accepted the trusteeship of Barnard College when it was deeply in debt, raised money to pay off the debt, and raised more money to provide a generous endowment. He secured more gifts for Amherst than any other trustee — some for endowment, some for buildings, some for current expenses. So persistent was he at times that many men of wealth were reluctant to have him call on them. He called, however, and usually then or later secured a gift for this or that institution.

It was my privilege to work with him for many years. I saw him not only at Board meetings, but at his homes in New York and Walpole, and from time to time in Europe. I came to know him well and to know his reactions. He seemed to me to arrive at his conclusions by shrewd intuition rather than by logical processes, but his conclusions were generally sound. He was an elemental force that moved slowly but relentlessly to accomplish his ends in the advancement of educational institutions. He never hurried, he always had ample time for the matter in hand at the moment, but he accomplished an amazing amount of work.

His first active work for Amherst of which I have found a record was the cultivation of Henry Winkley of Philadelphia, some years before he was elected to the Board, at the request of President Seelye. Winkley endowed a professorship of history and remembered the College in his will with a generous bequest. Then we find Plimpton casting the sole vote against the election of President Gates, at the first meeting of the Board he attended. Soon he appears as chairman of a committee to raise money to match an offer of D. Willis James. In the early days of the Gates administration, Professor Charles Garman resigned his post, largely because President Gates had made his position most uncomfortable. Garman promptly had a flattering call to the University of Michigan. It would have been a major loss to the College, as Garman

was one of the most gifted teachers Amherst had ever had. "Old Doc" wrote a personal note to Plimpton. Plimpton enlisted the support of James, and Garman was persuaded to remain. To emphasize the Board's opinion of Garman, Plimpton suggested, and the Board approved, the award of the honorary degree of Doctor of Divinity to Garman, a layman. The president ceased making life uncomfortable for the professor who had this unusual imprimatur of the Board.

Whenever Plimpton came to Amherst, he found time to call on a few of the faculty so that he could hear at first hand their views on the needs of the College. He was a good listener. He would give encouragement to a teacher who was feeling low in his mind, stimulate a teacher who seemed to him to be making inadequate progress, find funds for a teacher who needed some new equipment for his work. As he grew older and was surrounded by younger men on the Board, he seemed timeless. Year after year he would come to me and suggest that he ought to resign, and say that the College must be getting tired of having "Old Plimpton" still around. And I would insist that he remain active another year. A few days before his death he was in Amherst and lunched at the president's house. His younger son, Calvin, was with him, and he was taking him to Deerfield to show him the historical landmarks of Old Deerfield, after having introduced him to some of the senior professors at Amherst.

George Plimpton was not primarily interested in erecting buildings for the College; his interest was in raising the money so that the buildings needed by the College might be built. Other trustees served on the building committees; he was the one-man task force to raise the funds required for the purpose.

We must now return to the summer of 1899 when Harris was elected president. At the May meeting of the Board a communication was presented by the class of 1884, which was about to celebrate its fifteenth reunion. The petition was signed for the class by James Mahoney, William C. Atwater, and Joseph Henry Spafford, and was presented by Arthur Hazard Dakin who had been elected an alumni trustee in the previous year. The class proposed to erect a new College Hall for the College or to reconstruct the existing structure to make it more useful and to increase its beauty. The Board received the suggestion with enthusiasm, approved the suggestion in principle, and appointed a committee composed of Trustees Pratt and Dakin and the treasurer of the College to confer with the class.

Arthur Hazard Dakin (1862-1936) had studied law at Harvard Law School and practiced his profession in Boston till 1916, when he retired and moved to Amherst. He served on the Board for two terms

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as alumni trustee, from 1898 to 1908. His classmate, Spafford, was his brother-in-law. Dakin developed a beautiful estate in Amherst, became an honorary member of the Faculty Club, a patron of the Amherst Golf Club, and for years was known affectionately as "the Squire."

The generous offer of the class of 1884 was, as far as I know, the first occasion when an Amherst class made an offer in the field of buildings and grounds. Earlier classes had established scholarship funds for the College in the name of the class, but '84 decided to do something for College Hall in connection with their reunion. College Hall was sorely in need of attention. I remember it well as an undergraduate, for I entered Amherst a year later, in the autumn of 1900. When I graduated, three years later, my class voted that the greatest need of the College was a new College Hall. We did not know that '84 was about to provide a thorough reconstruction of the old building.

College Hall had long been a problem. In 1893 President Gates had suggested that the College's greatest need was an Alumni Hall with an auditorium to seat fifteen hundred (about double the capacity of College Hall), with a lecture room to seat from three to four hundred, with a Memorial corridor, and with a wing to house the Mather Art Collection. Plans were prepared at his direction, but nothing came of them. Later Professor Genung, in his *Notes on Amherst College Architecture*, remarks, "If you should see these plans, gentle reader, you would thank your stars, I think, that we have safely emerged into an era, I will not say of better but different, and certainly of less riotous taste." For some reason the College did not feel obligated to pay the Boston architect's bill for services, and he brought suit against the College. He was an alumnus and the matter was adjusted, though not without some hard feeling.

The special committee appointed by the Board, the Buildings and Grounds Committee of the Board, and representatives of the class of 1884 conferred, and then asked William R. Mead, the college architect, to study the problem and make a recommendation. At the June meeting in 1904 the president submitted to the Board formal action of the class, which had adopted the suggestions of Mead. The class offered the College the class fund of \$10,000 for the purpose of "altering and improving College Hall by adding a portico, extending the building and constructing a suitable stage; redecorating the interior, etc. — so that the improved building shall have a permanent place in the architectural scheme of the College." The offer was made on condition that the Board appropriate \$5,000 for the same purpose, so that "the architect's plans may be fully and satisfactorily carried out." In November

the Board approved, and the reconstruction was carried through at a cost of about \$15,000. Mr. Mead's design and the generous gift of '84 had changed College Hall from an eyesore and a butt of ridicule to one of the loveliest buildings of the College. And in June 1905 the Board passed a special vote of appreciation to Mead for his services.

Meanwhile, Professor David Todd had been active in promoting gifts for the Department of Astronomy. Todd had graduated from Amherst in the class of 1875, and after three years in the United States Naval Observatory and three years in the United States Nautical Almanac Office, had returned to Amherst in 1881 as instructor in astronomy and director of the Observatory. In 1882 he was made associate professor, and in 1892 he became full professor and served as a member of the faculty until 1917. In December 1897 the Board was advised of a generous bequest from Charles T. Wilder of Wellesley Hills of \$15,000 to be used "in the purchase of land for the erection thereon of a new Observatory and the purchase of other property to be used in connection with the astronomical professorship." Observatory House on Snell Street was promptly purchased by the College, together with additional land on which it was hoped some day to build an Observatory. And the hill behind Observatory House was named Wilder Hill by vote of the Board.

In June 1901 Mrs. D. Willis James made a generous offer of \$25,000 toward the erection of an Observatory, provided an equal amount could be raised from other sources. And, modestly, she asked that her offer be anonymous. Plimpton was made a committee of one to take up the matter. In November he reported that friends of the College, a list of whom he read to the Board, had guaranteed the sum of \$25,000 to meet Mrs. James' offer, and that her gift had now been paid over to the treasurer. The Board appointed Plimpton, Whitcomb, and James a committee to prepare plans for the building. They reported the following May and were authorized to proceed at once with the erection of the building. The cost, when completed, exceeded the estimates by some \$3,000, making a total cost of about \$53,000.

The donors, as reported by the Finance Committee, were, in addition to Mrs. James:

H. A. Wilder	\$5,000
M. L. Schiff, '96	3,000
G. A. Plimpton, '76	1,465
C. M. Pratt, '79	1,000
E. A. Strong, '55	1,000
M. W. Tyler, '62	1,000
S. V. White	1,000

W. F. Whiting, '86	1,000
G. H. Whitcomb, '64	750
Collin Armstrong, '77	500
F. L. Babbott, '78	500
A. H. Dakin, '84	500
J. E. Day, '71	500
A. P. Rugg, '83	500
James Turner, '80	500
P. B. Wyckoff, '68	500
F. J. Goodnow, '79	250
A. A. Spear, '66	250
J. H. Sweetser, '57	250
R. L. Day	200
L. F. Abbott, '81	100
C. H. Allen, '69	100
W. H. Chickering, '71	100
W. H. Hagen, '79	100
F. H. Harriman, '87	100
C. E. Kelsey, '84	100
F. W. Whitridge, '74	100
D. P. Clapp	35
M. C. Thaw	25
	<hr/> \$20,425

The deficit was guaranteed by Frank L. Babbott, '78, G. Henry Whitcomb, '64, George A. Plimpton, '76, each for \$915, and Charles M. Pratt, '79, for twice that amount. The architects were again McKim, Mead & White of New York, and the contractor was Albion B. Allen of Amherst.

Ground was broken for the Observatory at a formal occasion on May 2, 1903. President Harris read the scripture lesson, Professor Todd presented a statement, ground was broken by Plimpton, the chairman of the Building Committee, and prayer was offered by Reverend Henry Preserved Smith of the faculty. Photographers were present and secured a photograph of Plimpton as he drove the spade into the ground. Six weeks later the cornerstone was laid at another formal ceremony (June 23, 1903), at which Reverend E. Winchester Donald read the scripture, Professor Genung read a poem by Alice Freeman Palmer, Professors Todd, Richardson, and Symington spoke, Messrs. Plimpton and Mead, assisted by Albion B. Allen, the contractor, and D. H. Lake, the president of my class (1903), sealed the bronze box inserted in the cornerstone. The stone was then laid by Trustees Sanford and Allen, President Harris, and Arthur Curtiss James. Dr. Albert J. Lyman offered the prayer. Francis Epaphroditus Whitmore of

the junior class led in the singing of a hymn. Mrs. C. E. Whiton-Stone read an ode composed for the occasion, and Professor Henry Preserved Smith offered the benediction. The following spring the Observatory was completed, and a brochure was issued with illustrations of Plimpton turning the first sod, the ceremony of laying the cornerstone, and the building in various stages of construction. On the cover was a photograph of the Observatory House. The construction of this relatively small building was attended with more formality than obtained in the case of our larger and more important structures.

In connection with the plans for the Observatory, an amusing incident occurred which surprised the trustee committee and gave rise to considerable correspondence. Professor Todd had stored two discs with the Alvan Clark & Sons Corporation of Cambridge, and it now seemed desirable to have them ground into lenses for use. Investigation by the committee disclosed the curious fact that title to the discs rested one-half with the College and one-half with the former president, Merrill E. Gates. The College, therefore, had to negotiate for the purchase of his share.

Meanwhile a dispute had developed between the authorities of the Town of Amherst and the College as to the taxation of certain property of the College. The Board referred the matter to counsel to work out a compromise on terms approved by the president, treasurer, and Trustee Whitcomb. The Observatory House was one of the points in the dispute, as the town was levying taxes on it. The case was carried to the Supreme Judicial Court of the Commonwealth in 1898 and again in 1906. The College was represented by Marquis Fayette Dickinson, '62, of Boston (a partner of Trustee Henry D. Hyde, '61, who had died in 1897), and by J. C. Hammond, '65, and Henry P. Field, '80, of Northampton. The town's lawyer was W. J. Reilley. The court, in an opinion by Justice Morton, held that the President's House, the Observatory House, Blake Field, and Hallock Grove were not subject to taxation, but that the president's barn and the Parsons house, located on college property and rented to a tenant, were taxable. The cases are reported in 173 Massachusetts 232 and 193 Massachusetts 168.

At its November meeting in 1903 the Board received the offer of a gift of \$5,000 for a purpose entirely new to Amherst, which was to have far-reaching consequences. The class of 1893, which had recently celebrated its tenth reunion, offered the gift through a committee headed by Charles D. Norton, for the purpose of a thorough survey of the grounds of the College, involving expert recommendations as to their landscape gardening and the placing of future buildings. The '93 committee had enlisted the services of William R. Mead, '67, and

of Messrs. Daniel H. Burnham, the Chicago architect, Augustus St. Gaudens, the distinguished sculptor, Charles F. McKim, Mead's partner, and Frederick Law Olmsted, the leading landscape architect of the country. Burnham, St. Gaudens, McKim, and Olmsted were at the time members of the Washington Park Commission.

This farsighted program had been developed by Norton with the cooperation of George D. Pratt, and they, with their classmates, O. H. Story, G. F. Kennedy, T. C. Esty, and J. L. Kemmerer, made up the committee. The class had pledged to give \$5,000, and the College was offered the demand note of Pratt, which had been sent to the president. The Board accepted the offer with grateful appreciation, and appointed the five men suggested by the class as an honorary commission to act in cooperation with the Buildings and Grounds Committee of the Board.

Charles Day Norton (1871-1923) was the son of a member of the class of 1856. After graduation from college, he was in business in New York and Chicago. In 1906 he became chairman of the Committee on Plan of the City of Chicago. In 1909 he was appointed assistant secretary of the Treasury, in 1910 secretary to President Taft, in 1911 vice president of the First National Bank in New York City, and in 1918 president of the First National Security Company in New York. He had been picked by George F. Baker, the president and dominant stockholder in the First National Bank, as a possible successor, and was one of the rising younger men in the New York financial world when his career was cut short by death in 1923.

Norton had come to know Burnham in his early days in Chicago, and had been impressed by Burnham's ideas of comprehensive planning in the development of Chicago. He had returned to his tenth reunion fired with the idea of such a comprehensive plan for his alma mater, and had carried his class with him in the program. Pratt and he had, I believe, underwritten the gift.

The Honorary Commission suggested by Norton and appointed by the Board included the most distinguished men in the field in the entire country. Daniel Hudson Burnham (1846-1912) of Chicago had made a worldwide reputation by planning the Chicago World's Fair (1893), was chosen president of the American Institute of Architects the following year, and was asked to propose plans for improving several of our leading cities, including Cleveland, San Francisco, Chicago, and Baltimore. He was chairman of the national committee for beautifying Washington, and was commissioned by the federal government to design plans for cities in the Philippines, including Manila.

Augustus St. Gaudens (1848-1907) was the greatest American sculp-

tor of his day, and today is regarded by many as the greatest the country has ever produced. Born in Dublin, of a French father and Irish mother, he came to this country in infancy. Among his most distinguished works of art are the Deacon Chapin statue in Springfield, Massachusetts (1887), the Adams Memorial in Rock Creek Park, Washington (1891), and the Robert Gould Shaw Memorial on Boston Common (1897).

Charles Follen McKim (1847-1909) was Mead's partner. He was one of the founders of the American School of Classical Studies in Rome; received a gold medal at the Paris Exposition of 1909; and in 1903 received the King's Medal of the Royal Institute of British Architects. His name is particularly associated with the buildings of the Boston Public Library and the University Club of New York.

Frederick Law Olmsted was a son of the distinguished landscape architect who had designed Central Park in New York, as well as parks in many other large cities of the continent. On his father's retirement in 1895, the firm became Olmsted Brothers and carried on the high traditions of professional competence established by the father. The father, with his partner Vaux, had been consulted by the College as early as 1864, and had been awarded the honorary degree of Master of Arts in 1867.

In spite of the great distinction of these men, it should be noted that they were all, with the exception of Mead, nearing the end of life. The significance of the project of the class of 1893 lay less in the specific report submitted than in the focussing of attention on the subject of expert guidance in advance planning for the beautification of a campus of great natural charm.

Under the direction of the commission, the college architects, McKim, Mead & White, made a comprehensive plan for the development of the college campus and the location of new buildings. This was, I believe, the first such plan for the Amherst campus since Jacob Abbott's original plan adopted by the Board in 1827, and as such it marked a great step in advance. It was presented to the Board at the Commencement meeting in 1906 by Trustee Charles M. Pratt, with the recommendation that "the Board adopt the plan . . . as a guide to be followed in the further development of college grounds and the location of college buildings, so far as shall be possible in due regard to the pecuniary and other interests of the college" and that "no substantial departure from the plan should be made until the same shall have been submitted to the commission, or the surviving members thereof, and they shall have been heard in regard thereto, to the end that no mistake shall be made in the development of college grounds

and the construction of the college buildings." The Board adopted Pratt's suggestion and expressed its grateful appreciation to the commission and to the class of 1893.

In November 1914, the class of 1893, through its president, George D. Pratt, presented a letter to the Board calling attention to the fact that since the appointment of the commission three of its members had died (Burnham, St. Gaudens, and McKim), and recommending the creation of a new commission. The Board thereupon established an honorary permanent Commission of Fine Arts to be composed of "five well qualified judges of the Fine Arts and one lay member." The commission was to include an architect, a landscape architect, a painter, a sculptor, and a representative of the class of '93, to serve without compensation, except expenses, for a term of five years and until their successors were appointed. The Board accepted the further recommendation of the class that Mead become chairman and be requested to nominate the other members.

The Board defined the duties of the commission "to advise upon: a. the general plan of development of the grounds, b. the plans and locations of all structures, c. all works of art offered to the college." "No change affecting the landscape development of the college shall be made, no buildings or statue shall be erected, and no work of art accepted, until said commission has given its approval, and the Trustees have concurred."

In May 1916, on Mead's recommendation, the Board elected to the commission Frederick Law Olmsted, landscape architect and son of the earlier Olmsted, Hugh Elliott, painter, of the Boston Museum of Fine Arts, Adolph A. Weinman, sculptor, of New York, William M. Kendall, architect and Mead's partner, and Charles D. Norton of the class of '93. A year later this definition of the powers and duties of the commission was modified to make the judgment of the commission advisory only to president and trustees, and fixing the compensation of the members at \$100 per annum and expenses, plus additional compensation for special work done beyond the normal meetings.

The commission played an active part in the planning and location of buildings on the campus until 1917, and in the acceptance of works of art tendered to the College until 1921. Thereafter, a new program for professional advice was adopted by the Board, more effective and less cumbersome.

Meanwhile, another class, stimulated by the gifts of 1884 and 1893, decided it wished to do something for the college plant in connection with its tenth reunion. In January 1906 an informal meeting of members of the class of 1896 residing in and near New York was held at

the Murray Hill Hotel to raise funds for the reunion, and "the making of a gift to the college." The spearhead of the movement was Roberts Walker, who had already communicated with President Harris to inquire as to the needs of the College. The president had replied, suggesting that a fund of from \$1,000 to \$3,500 "could be spent in the renovation of Johnson Chapel, which should include painting the outside walls, tinting the inside walls and ceilings, providing new floors throughout, and if the fund were large enough, providing an organ for the Chapel."

The plan was discussed at the dinner, but a doubt was raised as to whether the redecoration of the Chapel would not have to be undone, "in case the eastern front of the building should be embellished with a portico and doors so as to give it a front on the campus, this plan being spoken of by Professor Esty at the last Amherst smoker." The committee, speaking through Walker, then corresponded with William R. Mead. Mead replied under date of January 11, 1906, saying that "the plans for remodeling the eastern end of the Chapel, so as to give a facade toward the campus and help the quadrangle effect, has never been developed, but this work is an important feature of the general scheme for the Amherst improvements. The exterior of the building may, at some future day, be further restored, but I think you need not fear that the work which your class proposes would have to be undone; on the other hand, it seems to me it would be a distinctive thing for any class to do. It is the general idea of the commission to turn the site of the three older buildings of the College into a kind of Acropolis crowned by the original College."

Roberts Walker (1874-1926) was a New York lawyer, for many years a partner of White & Case, and at one time president of the Rock Island Railroad. He was later active in the organization of the Alumni Council.

For some reason the plan of the class fell through, perhaps because 1906 was a difficult year in the financial world, and particularly in New York City.

In 1908 still another class made a gift to the College. It was the twenty-fifth reunion of the class of '83, and they presented the College with a check for \$3,000 for the purchase of a new organ for Johnson Chapel.

We must turn back now to the Pratt brothers. The youngest of the six brothers, Harold Irving, had graduated from the College in the class of 1900. "Old Doc" was still active in college affairs, and, in fact, had been chairman of the triumvirate during Pratt's junior year. Two years after his graduation, Harold addressed an informal letter to [126]

President Harris, asking whether the trustees would accept the gift of a swimming pool to be placed in the basement of the gymnasium. The matter was referred to the president and Plimpton. A few months later the president received a letter from Mortimer L. Schiff of the class of 1896, offering to build three squash rackets courts for the College. The Board promptly accepted Schiff's offer and referred the matter to a committee composed of the president and treasurer, and Trustee C. M. Pratt.

The president at this time had outlined to the Board and the alumni his building program. This did not include either a swimming pool or a squash rackets building, but did propose as the most serious need of the College "a building, similar to the Harvard Union and the Dartmouth Union, containing a small hall for lectures, a reading room, a social meeting place, and rooms for the various student organizations and the Christian Association." The second serious need of the College, in the opinion of the president, was a "central heating-plant." If that were built first, the president pointed out, "it would then be possible, at little or no cost, to maintain a swimming pool."

At the November meeting of the Board in 1904, the president presented a letter from Pratt and Schiff dated November 11, 1904 and reading as follows:

"The idea of securing sufficient funds to erect the proposed Assembly Building having been for the present given up, we desire to be released from any pledge we made toward the erection of the building, and in lieu of the same, desire to make to the Trustees the following proposition.

"Provided the College will furnish adequate ground for a site, adjoining the present Gymnasium on the South, we are willing to erect a building approximately 40 × 100 ft., and equip the same with a swimming pool on the ground floor, and squash courts on the second floor, as indicated by the accompanying plan.

"To do this in any satisfactory manner and in keeping with the exterior and interior arrangements of the Gymnasium, it will be necessary to rearrange the Bathroom in the basement of the present Gymnasium and the Locker Room on the second floor. It will also be necessary to remove the present heating plant and install one of much greater heating capacity, sufficient to heat the present Gymnasium and the Tank in the new building. This, we are willing to do, utilizing the old material in whatever way may be most serviceable.

"Trusting the above may be acceptable to the Board of Trustees of the College, and awaiting an early reply, that the work may be undertaken as early as possible, we are

Very truly yours,
Harold I. Pratt
Mortimer L. Schiff"

The Board immediately accepted the generous offer of the two young alumni, and the wing was added to Pratt Gymnasium containing a swimming pool and squash courts. "Old Doc," for forty-three years head of the Department of Hygiene and Physical Education, was now senior member of the faculty in length of service. He had seen the six Pratt brothers enter the college and graduate, the first in the class of 1879 and the youngest in the class of 1900. He had seen each brother make a generous gift to his alma mater a few years after graduation, and each gift had been a building to add to the equipment of the Department of Physical Education. With Pratt Gymnasium, Pratt Field, Pratt Health Cottage, and the new swimming pool and squash courts, his department was better equipped than any in the College. And he knew in his heart that these gifts had been made out of respect and affection for him. He was an old man and he felt the weight of his years. In one of his notebooks containing his reminiscences, written about this time, is this poignant entry: "*Oh, there is such a thing as living too long!*" (Italics his.)

Harold Irving Pratt (1877-1939) graduated in the class of 1900, and then traveled for a year before joining the family firm of Charles Pratt & Co. He became treasurer and trustee of Pratt Institute, managed the Pratt estate, was director or trustee of a number of large corporations, trustee of numerous philanthropic institutions, and in 1936 made a generous gift of a new swimming pool to the College.

Mortimer Leo Schiff (1877-1931) was the son of Jacob Schiff, the New York banker and senior partner in the private banking firm of Kuhn, Loeb & Co. He attended Amherst from 1892 till 1894 as a member of the class of 1896. Then his father took him out of college to serve an apprenticeship for two years with the New York, Ontario & Western Railway Company and the Great Northern Railroad. From 1896 till 1898 he studied banking in the family banking houses in Hamburg, Germany, and in London. At the age of twenty-three he was a partner in Kuhn, Loeb & Co. For the rest of his life he was an active banker, as well as director of a large number of corporations and trustee of numerous philanthropic enterprises. He was always a generous benefactor of his alma mater, and ten years after the graduation

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of his class he was awarded the honorary degree of Master of Arts by Amherst to make him an alumnus. In college he was a member of the same fraternity as Dwight Morrow, who was a class ahead of him, and they became lifelong friends. Years later Morrow became a partner of J. P. Morgan & Co. and the two college friends were members of the two greatest banking houses in America, houses that for a generation had been intense rivals in the financing of the expanding business of the country. Morrow and Schiff often returned together to the college, sometimes in Schiff's private railroad car. Schiff was as loyal and devoted an alumnus as if he had taken his entire four years at the college — as he would have done had his father not made other plans for his education.

This addition to Pratt Gymnasium cost approximately \$50,000. The architects were Boring & Tilton (later Tilton & Allen) of 32 Broadway, New York. The contractors were Allen Bros. of Amherst and Morris Building Company.

At about the same time, Frederic B. Pratt, '87, gave the College a triangular piece of land opposite the entrance to Pratt Field. Pratt feared that if this small tract fell into other hands, a building might be erected on it, and so, with characteristic foresight, he bought it and deeded it to the College. In the same year Edward A. Strong, '55, gave the College his fine property on Lincoln Avenue in Amherst, consisting of about eight acres of land, a large house and stable. The gift was unrestricted and the Board referred the question of what should be done with the property to a committee composed of the president, treasurer, and Trustee Whitcomb. The committee decided that the property was "too remote from the College to be available for buildings," and it was sold for about \$9,000. Forty-two years later the property came on the market again and I recommended to the Board the purchase of house and stable and the land fronting on Lincoln Avenue. It was bought back by the College in 1946 for \$12,500 and made into the Lord Jeff Clubhouse.

Edward Alexander Strong (1834-1912) was born in Boston and graduated from Amherst in the class of 1855. After attending Andover Theological Seminary for one term, he became a merchant in Boston and a director of many corporations. He served as an alumni trustee of Amherst for five years, from 1885 till 1890, when he was succeeded by George A. Plimpton. The proceeds of the sale of the Lincoln Avenue property were applied to the reconstruction of Barrett Hall for use by the modern language departments. Strong's father had been the first donor to the art collection of the College, and in his memory Strong gave the College a marble bust of his father, Alexander Strong, whose

gift, made in 1867, was a "beautiful oil painting of Aurora for the Greek Recitation Room," accompanied by \$1,000 for the use of the same department, given through Professor Mather.

The sale of the Strong property was handled for the College by Trustee Dakin; in November 1907 he reported that the property had been sold and that Miss Beaman had been instrumental in selling it, and suggested the propriety of paying her a commission on the sale. The matter was left to the Finance Committee.

In 1907 Charles M. Pratt gave the College an outdoor skating rink and rink house. It was located just east of the main gate of Pratt Field between the present homes of Mrs. Olds and Professor Newlin. Apparently Mr. Pratt let the contract and paid the bills personally, for I can find no record of the gift in the minutes of the Board. The rink house and rink were well built and were designed to fill what the Department of Physical Education felt at the time to be a need to provide outdoor exercise in winter and to enable the College to have a hockey team in competition with the teams of our sister colleges. Unfortunately, the location, so admirable in many ways, was at a point where the southern sun prevented the surface of the rink from forming a hard surface of ice, and the rink never served fully the purpose for which it was intended. When Hitchcock Road was put through to connect the Cage with the main entrance to Pratt Field, the rink house was moved to the north side of Pratt Field as a field house for visiting teams — a purpose which it has served admirably ever since — and the rink was removed. In 1942 the house was reconstructed to serve as a classroom for the Civilian Defense School assigned to Amherst by the War Department. After the war, it reverted to its use as a field house for visiting teams.

At the May meeting of the Board in 1906, the president reported that Andrew Carnegie had given the College \$75,000 for the erection of a biological and geological laboratory, provided that an equal amount be raised for the purpose, and provided that \$50,000 out of the total of \$150,000 thus to be obtained "shall be reserved as a fund, the income of which shall be used for the maintenance of the laboratories." The president added that about half of the \$75,000 necessary to meet the conditions of the Carnegie gift had already been raised, and that the whole sum might be expected soon. Carnegie's interest in Amherst had been stimulated by Plimpton, and Plimpton, with the Carnegie offer in hand, had already raised half of the necessary amount.

The Board appointed a committee to report on location and plans for the proposed building, and named Plimpton, the president, and Charles M. Pratt as a committee.

A month later the Board had the satisfactory news that the entire \$75,000 necessary to meet the conditions imposed by Carnegie was in sight, and that the money would probably be paid in by September. The Building Committee was enlarged by the addition of Trustees Dakin and Whitcomb, and was authorized to proceed with the selection of a site and the erection of a building. In November 1907, Plimpton reported that plans for the building, drawn by McKim, Mead and White, had been approved and bids secured, but that "owing to present financial conditions it seemed not wise to begin building now."

The country was just emerging from a sharp financial panic in which several of the large New York banks had been forced to close.

The following spring construction began. Horton & Hemenway of Boston were the contractors, and the price was not to exceed \$90,000. Treasurer Kidder was entrusted with general supervision of the execution of the contract. The building was completed in the winter, and the dedication was held.

A complete list of the donors follows:

Andrew Carnegie	\$75,000
D. Willis James	20,000
James T. Bishop, '65	500
Dwight S. Herrick, '67	250
William R. Mead, '67	1,612
Woods Fund by Robert M. Woods, '69	7,169
John W. Simpson, '71	10,000
Frank W. Stearns, '78	1,000
Frank J. Goodnow, '79	500
Charles M. Pratt, '79	15,000
William C. Atwater, '84	1,000
Arthur H. Dakin, '84	1,000
Charles E. Kelsey, '84	250
Fred M. Smith, '84	250
Joseph H. Spafford, '84	250
Willard H. Wheeler, '84	500
E. Parmalee Prentice, '85	500
Edwin E. Jackson, '89	250
Frederick C. Sayles, Jr., '90	1,000
Mortimer L. Schiff, '96	10,000
Edward C. Crossett, '05	1,000
Class of 1882	1,917
" " 1885	600
" " 1897	180
" " 1901	314

In 1912 porticoes were erected over the two entrances on the north side of the building from plans of McKim, Mead & White, at a cost of \$2,006.

President Harris urged the erection of a "Union" Building as early as June 1903, and the Board appointed a committee to consider the matter and report on a site. The committee was composed of the president, and Trustees Whitcomb and Donald, and was authorized to spend not over \$500 for professional advice. Elijah Winchester Donald (1848-1904) served as a trustee from 1887 till his death in 1904. He had graduated from the College in the class of 1869. After teaching for a few years he had attended theological seminary; he became one of the leading preachers in the Protestant Episcopal Church. In 1892 he succeeded Phillips Brooks as rector of Trinity Church in Boston.

The college enrollment was growing and the president felt the need of a college commons, as Hitchcock Hall was inadequate in size to the need and was poorly arranged. The idea of a single building to serve as a "Union" and Commons developed naturally. In 1908 the Board considered the location of Hitchcock Hall (now the site of Converse Memorial Library) as a site for a Union and Commons. It was hoped that the bequest from the Currier estate would make possible the erection of the building. In May 1909 the Board formally went on record as favoring a combined Union and Commons, provided the funds could be secured, and the matter was referred to the Building and Grounds Committee with the addition of Plimpton. Unhappily, the bequest of the Currier estate proved to be less than had been hoped. Edward West Currier (1841-1907) had transferred to Amherst after a freshman year at Harvard, and had graduated in the class of 1865. On graduation he joined the firm of Currier & Ives, became a partner a year later, and continued with the firm until his death. His will contained a bequest of \$10,000 for the college library and named the College as residuary legatee, the residuary legacy being unrestricted both as to principal and income. At first it was thought that the residue would amount to \$400,000, and the president urged that \$175,000 of this be used for the erection of Union and Commons in one building. During the settlement of the estate it became clear that the residue would fall far short of this amount and might not be more than \$125,000. The president urged the Board to use \$100,000 of this for the erection of a Union, designed so that a Commons wing could be added later when funds became available. To meet the immediate problem, the Board authorized the expenditure of not over \$5,000 for the enlargement of the facilities of Hitchcock Hall.



Boltwood House, renamed Hitchcock Hall, on the site of Converse Library



Pratt Health Cottage, for many years the college infirmary



Morris Pratt Dormitory

Meanwhile, Plimpton was engaged in attempting to raise a fund of \$500,000, partly for endowment for increased salaries and partly for a Union. In May 1910 he reported progress to the extent of \$300,000. The following year the fund was completed at \$401,000, but it was exclusively for endowment for faculty salaries and is known as the Salary Fund of 1911. No action was taken on Union or Commons.

The president was urging other building needs as his administration developed. By 1908 he proposed the following projects in addition to the Union and Commons, which was always the first on his list of needs.

1. Enlargement of College Church
2. A new dormitory
3. Another recitation building
4. Enlargement of the library building

On the problem of enlarging the church, the Board appointed a committee composed of the president and Trustees Tyler and James.

Mason Whiting Tyler (1840-1906) was the son of Professor William S. Tyler, known affectionately as "Old Ty," and brother of Professor John M. Tyler, known as "Tip." Born in Amherst, and graduating from the College in the class of 1862, he served in the Union Army from graduation till the close of the war, and then studied law at Columbia Law School. He practiced his profession in New York City, served as trustee of Amherst from 1901 until 1907, and as governor of New Jersey.

Arthur Curtiss James had succeeded his father as a trustee in 1904 and served until 1938, when poor health forced him to retire. He was elected trustee-emeritus, and maintained a close connection with the Board until his death in 1941. James was born in New York City and graduated from the College in the class of 1889. He inherited one of the large fortunes of the country and for many years was reputed to be the largest individual stockholder in American railroads. In addition, he was a director and large stockholder in Phelps Dodge & Co., director of the First National Bank of New York, and of many other corporations. Like his father, he was one of the great philanthropists of his day, and, like his father, he made many of his gifts anonymously. He was deeply interested in religion, in his college, in his class, in his fraternity, in his church. His major avocation was sailing, and his yacht, the *Aloha*, was one of the finest in the world. He was himself "a blue water sailor," made frequent crossings of the Atlantic and one trip around the world, and was for some time commodore of the New York Yacht Club. He was one of the most generous benefactors of the College, though his name was attached to no building or fund at the

time of his death. In 1946 the Board named one of its two new dormitories James Hall, in recognition of the long years of generous service rendered the College by father and son.

On Mason Tyler's retirement from the Board, his place on the committee on the church was taken by Trustee Kelsey. Henry Hopkins Kelsey (1853-1926) served as alumni trustee from 1902 till 1912. A graduate of the College in the class of 1876, and classmate of Plimpton, he was at the time of his election to the Board a pastor in Hartford.

The committee consulted Cram, Goodhue & Ferguson, Boston architects, who recommended an extension of the church of about sixty feet to the west, placing the chancel, organ, and pulpit on the east. The addition would provide two hundred additional seats; the cost, with the addition of a new organ, was estimated at \$20,000. The problem was referred back to the committee which, in December 1908, submitted a second set of plans from the Cram firm, providing a total seating capacity of eight hundred and costing some \$52,500. The Board wondered whether it would not be better to take down the church altogether and build a new one. At the June meeting in 1909 the Board met the situation by approving galleries in the transepts, a new organ, and the rearrangement of pulpit and choir seats, and appropriated \$7,500 for the purpose.

The alterations actually cost \$9,092.21. Horton & Hemenway of Boston were the contractors, and the Austin Organ Company built the organ. Unfortunately, the design of the galleries was such that many of the students in the galleries could not see the pulpit, and there were also areas where the audience could not hear the preacher.

The president's proposal for a new dormitory would require a large amount of money. In presenting the need for this building, the president had pointed out that North and South Colleges accommodated about one hundred students between them, the fraternity houses about two hundred and fifty. This left one hundred and seventy-five students who must find rooms in private houses. As the fraternity houses were occupied by upperclassmen, and as the upperclassmen had priority in assignment of dormitory rooms, about half of the freshman class had to find rooms in the town.

On July 15, 1910, occurred the death of Morris Pratt, the second son of Charles M. Pratt. Morris Pratt, born in 1885, entered Amherst in 1907 as a member of the class of 1911. His brother Theodore had graduated in 1909, and his younger brother, Richardson, was preparing for Amherst. Morris had finished his junior year when he died during the summer vacation. In his memory his father and mother offered the College a new dormitory. The location selected by them

was approved by the Board in June 1911, and the Morris Pratt Memorial Dormitory was presented to the College in 1912. The architect, selected by Mr. and Mrs. Pratt, was Charles A. Rich.

The Morris Pratt Memorial Dormitory was designed and built without regard to cost. In type of construction, in arrangement of rooms, in low cost of maintenance, the College had, and now has, no better building. It included a common social room, a room for the Phi Beta Kappa Society, liberal bath and toilet facilities. Since its building it has proved to be a most popular dormitory.

On February 15, 1911, the last of the old professors whose memory went back to the early days of the College died. "Old Doc" had lived for nearly eighty-three years. He had been born three years after the College received its charter. As a boy growing up in the town, he had known personally many of the earlier students. As a member of the faculty for a full half century, he had had all of the living alumni in his classes in physical education. He had had each of the Pratt brothers as his students, and now had seen their sons begin to come to the College. The College would soon celebrate its centennial, but he was bowed down with the weight of years. A new era was opening.

President Harris too was becoming conscious of his years. He had graduated in 1866, he had seen his son graduate in 1906; his wife was not well. On November 15, 1911, he wrote his letter of resignation as president, and handed it to the Board the following day. The Board accepted it with regret, and appointed a committee composed of Plimpton, chairman, and Messrs. Simpson, James, Walker, Williams, and Gillett to recommend a successor. On May 17, 1912, Alexander Meiklejohn was elected to succeed him, and at the close of Commencement President Harris completed his term as the seventh president of the College. Dean Woodbridge, '89, speaking years later, referred to Harris as "a good president" and to Seelye as "a great president." This judgment seems to me a just one.

Harris was not a builder. He had, however, seen the addition of the Observatory, the Swimming Pool and Squash Courts, the Biology and Geology Laboratory, and the Morris Pratt Memorial Dormitory to the college campus. "Old Doc" had been the impetus for the swimming pool and squash courts, Professor Todd for the observatory, Plimpton for the laboratory building; and the tragic death of Morris Pratt had resulted in the beautiful memorial of the dormitory.

A member of the faculty remembers that Harris took great pride in having the yellow paint removed from the exterior of Johnson Chapel, exposing the beautiful rose colored brick. This was a positive, if modest, accomplishment and was carried through in 1910 at a cost of about

\$1,536. The paint was removed from the exterior of Appleton a dozen years later at my suggestion.

The unsatisfactory galleries in the church are not to be charged to Harris, but to the architect and to the committee, headed by Kelsey. For most of the Harris administration there had been harmonious relations with students, faculty, trustees, and alumni, which was not the case in the preceding or in the succeeding administrations. But Harris' administration had lacked dynamic force and leadership and this was sensed by faculty, trustees, and alumni, if not by the student body. The College was a pleasant place in which to work and to play, but there was no sense that important things were happening in the educational life of the institution. There was no sharp cutting edge to the tools that the undergraduates were being taught to use. And the Amherst constituency grew restless under the benign influence of a president who, in the years of his presidency, was not himself a hard worker. The omens were auspicious for his young successor. Harris was retiring at sixty-eight; Meiklejohn was just forty when he took office.

On the death of Dr. Hitchcock the members of the Board and many of the alumni gave thought to a suitable memorial for the "Old Doctor." The College had recently purchased some forty acres of land directly south of Pratt Gymnasium extending to the tracks of the Massachusetts Central at a cost of some \$24,000. It was suggested that this land be graded and developed into playing fields for the student body as a memorial to the Doctor, as Pratt Field was used by the athletic teams of the College. At the November meeting of the Board in 1911, at which President Harris presented his resignation, the Board voted to approve the suggestion and subscriptions were received for the development of the proposed program.

The Buildings and Grounds Committee retained Herbert J. Kellaway, a Boston landscape architect, to prepare plans, and the work began. Terraces were built from Pratt Gymnasium down the slope, six tennis courts were installed, three grass plots developed, and a ball field was built. Drainage was provided into temporary cesspools and plans were made for connection with the town sewer system. Subscriptions to the fund amounted to some \$18,000, of which about one-quarter was contributed by undergraduates; the College added \$5,000 from its unrestricted funds. The first section of Hitchcock Field was ready for the inspection of the donors and other alumni at Commencement in 1913. Further development of the plans for the Field had to wait another decade, when additional funds were made available. It was a fitting memorial to the "Old Doctor"; probably no other would

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have pleased him as much. And its use by the student body testified to the need it filled.

At the May meeting of the Board in 1913, Plimpton presented a letter addressed to him under date of April 28, 1913 from Richard Billings of the class of 1897, as follows:

"My dear Mr. Plimpton:

"It is my desire to give Amherst College an appropriate memorial to Noah Webster. Acting on your suggestion, I am writing you and formally laying the matter before the Trustees.

"The idea was suggested by certain incidents in my father's career. Frederic Billings was something more than an able lawyer and financier; he was pre-eminently the good citizen, the man of culture, and the earnest citizen. Some of his most productive years were spent as a pioneer in California. He took the time to advance religion and education. Particularly he was the prime mover in establishing what is now the University of California. The very name of Berkeley was given by him. He was chosen President of the Board of Trustees and might have been President of the College. This he declined, going ahead with his regular work, which took him anywhere and everywhere but California. As a result, the University has almost, if not altogether, forgotten him and his work. When, years after leaving college, I found out how Noah Webster had sojourned in Amherst writing his Dictionary; how he had, notwithstanding his work, entered into the life of the community; how large a part he took in laying the foundations of Amherst College, both as an individual and as President of the Board of Trustees, it seemed as if I was reading again the forgotten chapter in my father's life. Then it was, that the thing I had always wished some one would do for my father, I determined to do for Noah Webster.

"I wanted to give the College something beautiful. Sculpture appealed to me, and knowing little about it, I turned to my friend, W. Frank Purdy, of the Gorham Company. Through him I was able to see the work of many men and afterwards to meet face to face the few I believed competent to undertake the work. Our choice finally rested on W. D. Paddock, of this city. Mr. Paddock is a young man of character, who has done many exquisite things. The time is ripe for him to do something big, and we have an earnest of it in his rough sketch, a photograph of which you have.

"Faith, not culture, was the keynote of the founders of the College. In their accomplishments they proved the faith that

moves mountains, and as for the future, they confidently looked forward to the glorious part Amherst should take in making the Kingdoms of this World the Kingdoms of our Lord and his Christ.

"In the figure that typifies the character of Noah Webster, we have the suggestion of the great teacher and the good citizen, but the dominant note is the note of faith.

"That he who runs may read, the Memorial is to bear this legend:

'I know whom I have believed and
am persuaded that He is able to
keep that which I have committed
unto Him against that day.

Noah Webster, his faith.'

"This was the dying testimony of the great founder. Is it too much to hope that these living words, so set forth, will vitalize the faith of Amherst men from generation to generation.

"Mr. Paddock, Mr. Purdy, and myself have put the best that is in us into this work.

"We trust that you will find it worthy of some beautiful spot on the campus. The place we three had in mind was at the further end of the long avenue of maples leading from the chapel, having the church for a background. Failing this, Mr. Paddock would like to build it into the long staircase on the north side of Walker Hall, with that building for a background. Personally, I earnestly hope that you can accord us the spot near the church.

Yours very truly,

Richard Billings''

The memorial was of bronze and granite and cost about \$25,000. It was erected at the west of the church, as Billings wished, and at the formal dedication Billings made the address of presentation and Professor Genung responded for the College.

When the hurricane of 1938 destroyed the college grove, the location was obviously unsuitable, and the Board authorized the moving of the memorial to its present location north of the north steps of Walker Hall, which had been the second choice of the donor.

Richard Billings I saw frequently when I was an undergraduate and he returned to the College from time to time as a young alumnus. We have seen that his father had made generous gifts to the College in his lifetime, including the \$50,000 endowment of the professorship of hygiene and physical education in memory of the elder son, Parmly, who died in 1888, four years after his graduation. Richard and his mother continued to give generously to the work of Dr. Hitchcock.

Richard inherited a fortune, managed the estate, was director of railroads and other corporations, and died in 1931 at the age of fifty-six.

A college library is constantly outgrowing its quarters. Morgan Library had been built in 1853 on a generous scale; then the Board felt they had solved the problem and solved it well. In 1881 President Seelye had placed an enlargement of the building as the first need of the College, and two years later the stacks were added to Morgan, giving the building an estimated capacity of 125,000 volumes at a time when the college holdings amounted in total to some 43,000 volumes. Twenty-five years later, President Harris was pointing out to the Board in each report that the library had again outgrown its quarters, and the crowding became more serious each year thereafter. President Meiklejohn was not greatly interested in the college plant, but he knew that a library is the heart of a college. Plimpton and his colleagues on the Board knew the need because it was called to their attention regularly by the president. But the funds were not available.

A library building is an expensive structure to build; it must be fireproof; it is used by the whole college. Amherst had had a succession of able men on the library staff, men who had developed revolutionary changes in library technique which had become standard practice throughout the country: Melvil Dewey, '74, who devised the decimal system of classification; Walter Stanley Biscoe, '74, who was now senior librarian in the New York State Library School; William Isaac Fletcher, honorary '84, who had retired as college librarian in 1911 after a service of twenty-eight years and had been succeeded by his son, Robert Stillman Fletcher, '97. But an able staff and a sympathetic Board cannot conjure up a new building, and when a library becomes congested from the constant influx of new accessions, its usefulness and the efficiency of its staff are diminished.

Help came from an unexpected quarter. The College owes Converse Memorial Library, not to President Meiklejohn, nor to Mr. Plimpton and his colleagues on the Board. William R. Mead, '67, was the college architect, an uncommonly devoted alumnus, and a frequent visitor to the campus. For many years he had been president of the Amherst Alumni Association of New York City. He was also chairman of the Fine Arts Commission of the College, whose duty it was to make recommendations to the Board as to the site of proposed buildings. He talked with the librarian, studied the needs of the library, and prepared preliminary sketches of a proposed library building with estimates of cost. All this he did on his own responsibility and without authority from the Board or cost to the College. Then he went to Dwight Morrow, '95, with his ideas.

Dwight W. Morrow was not then a member of the Amherst Board. Why the College had not already made him a trustee I have never known, and, I confess, it has puzzled me for he was already one of the most outstanding men in the entire alumni body. No alumnus was more devoted to the College, no alumnus had, in my judgment, greater ability. Born in Huntington, West Virginia, and brought up in Pittsburgh, he had prepared for West Point, but was denied appointment by the local member of Congress because his older brother, Jay Morrow, was already a West Point cadet, and the Congressman said, with justice, that he could not appoint two brothers to the two vacancies at the Military Academy that were at his disposition. Morrow came to Amherst at the suggestion of William D. Evans, '85, of the Pittsburgh bar. Professor Olds found Morrow the ablest student in mathematics he had ever had; Professor Morse fired him with a deep and lifelong devotion to history and political science. Morrow graduated in the class of '95, studied law at Columbia Law School, and entered the office of John W. Simpson, '71, senior partner in the firm of Simpson, Thacher & Barnum, later Simpson, Thacher & Bartlett. Simpson was one of the leading corporation lawyers of the country and an influential trustee of Amherst from 1904 till his death in 1920. Six years after Morrow began practice at the New York bar, he was offered a professorship of law at Columbia Law School, but declined at the insistence of Simpson, who at once made him a partner. In 1914 Morrow became a partner of J. P. Morgan & Co. Morrow was one of the leading spirits in the organization of the Alumni Council of Amherst College in 1914. It was not until 1916 that he was elected to the Amherst Board of Trustees. He was then forty-three years old.

It was some months before Morrow's election to the Board that Mead called on him to suggest how the College might secure the gift of a library building. The story came to me from Mead himself, and I remember it almost verbatim. "I have a kinsman who is a money grubber in Wall Street," said Mead to Morrow, who was now at 23 Wall Street. "His brother was a classmate of mine in Amherst, and died young, at the age of only thirty-seven. You know Edmund C. Converse. Go to him, and ask him to give a memorial library in memory of his brother, and tell him I will design it with real affection, for Jim was a warm friend of mine in college days."

Morrow called on Mr. Converse. Not long after, the Amherst Board held a special meeting in New York City on January 20, 1916, to hear the letter Morrow had received from Mr. Converse in answer to his suggestion. It read as follows:

"My dear Mr. Morrow:

"My older brother, James Blanchard Converse, was a member of the class of 1867 of Amherst College. I should like very much to have the opportunity of contributing \$250,000 for the purpose of erecting a new College Library as a memorial to my brother. I understand that such a building should be completed, ready for opening, at the time of the Fiftieth Reunion of my brother's class, which is to be held in June, 1917.

"Will you be good enough to convey this suggestion to the College authorities. I should prefer that my name be not publicly known in the matter at the present time. Could the gift not be announced at this time simply as a gift from the brother of a graduate of the College?

Sincerely yours,
E. C. Converse"

The Board promptly accepted the offer with grateful appreciation, appointed a committee to convey their appreciation to Mr. Converse, selected McKim, Mead & White architects, named a Building Committee composed of Messrs. Gillett, Allen, James, Plimpton, and the president which was to confer with the trustee Committee on Buildings, and approved the site in case the Committee decided to build on the location then occupied by Hitchcock Hall. If the Committee preferred another site, it was to report back to the Board.

Edmund Cogswell Converse (1849-1921) described himself as a capitalist. He was educated at the Boston Latin School and never went to college. At the time of his generous gift to Amherst, he was living in Greenwich, Connecticut, and maintained an office at 14 Wall Street. He and Morrow were fellow directors of Bankers Trust Company; he was, in addition, a director of a dozen other large corporations in banking, insurance, mining, transportation, and manufacturing. His older brother, James, had spent a year at Harvard and then transferred to Amherst, where he graduated in the class of '67. His business life was spent with the National Tube Works Company, and he died in Los Angeles in 1883. He and his brother both married into the same family.

In May 1916, four months after the receipt of Mr. Converse's letter, the Building Committee presented a report. It had met in Amherst with the Fine Arts Commission of the College and the Faculty Committee on the new library on April 13, approved the recommendation of the Fine Arts Commission that the library be built on the site of Hitchcock Hall, and approved the plans drawn by William M. Ken-

dall of McKim, Mead & White. The Fine Arts Commission at the time consisted of Mead, chairman, Frederick Law Olmsted, landscape architect, William M. Kendall, architect, and Adolph A. Weinman, sculptor. A month later the general contract was let to the Whitney Company of New York for \$151,419. The detailed administration of the contract, as far as the College was concerned, was given to Treasurer Kidder, and Arthur James was authorized to act for the Committee in any conferences with the architect.

Before the building was completed, the country had entered World War I, workmen became scarce, materials were delayed in arriving at the job, and the Committee had more problems than it had anticipated. The total cost was just under \$250,000, and the library was completed in November 1917 instead of in June.

The Clyde Fitch Room was incorporated in the library when it was built. It had been offered to the College in 1913 by Mrs. William G. Fitch, his mother, in a letter to Plimpton, and promptly accepted by the Board. It was, in fact, the study of the famous dramatist in his New York home, with Italian ceiling and fireplace, books, autographed letters, furniture, and art objects. At the suggestion of Mead, the room was installed in the library under the direction of Edward F. Simonds and Mr. Strand, the cost was charged to the income of the Clyde Fitch Fund and absorbed the income of the fund for the next three years.

Clyde Fitch (1865-1909) was born in Elmira, New York, graduated from Amherst in the class of 1886, and was a playwright and author living in New York. In 1902 the College awarded him the honorary degree of Master of Arts.

On completion of the library, the various seminar rooms were furnished by the following alumni:

Greck	Charles H. Allen, '69	\$1,000
Economics and		
Political Science	Frank L. Babbott, Jr., '13	1,500
German	G. P. L. Gail, '16	600
Philosophy	G. A. Hall, '82	1,200
Latin	W. R. Mead, '67	1,000
Science	A. N. Milliken, '80	1,000
History	Dwight W. Morrow, '95	1,000
Romance Languages	C. B. Raymond, '88	1,000
Biblical Literature	James Turner, '80	1,000
		<u>\$9,300</u>

William R. Mead continued to reflect on the problems of the College as an alumnus and as college architect. He went to see his kinsman,
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Edmund C. Converse, who had made the generous gift of the library, and told him that this gift had been, in fact, of serious disservice to the College. The library, explained Mead, was an expensive building to maintain, and had caused a further annual drain on college funds. Converse said he would take the matter under advisement. That winter Converse went to California for a vacation, during which he was taken ill and died. His will contained one bequest of \$50,000 to the College for scholarship funds, and another of \$200,000 for the "upkeep and development of the library."

Some criticism was developing as to the use of college funds, especially in relation to the maintenance of buildings and grounds. In 1916 the Board asked Frank W. Stearns to study the business administration of the College and to give his comments to the president of the College and to the Board. Stearns had been elected an alumni trustee in 1908 and served five years. In 1916 he was elected to the life Board and served till 1932. Stearns (1856-1939) had graduated from the College in the class of 1878, and had entered the family business of R. H. Stearns & Co., Boston merchants. For most of his mature life he had been the head of the concern. His only son graduated from the College in the class of 1903 and was my classmate. His wife was the daughter of William S. Clark, '48. His staff included a number of Amherst alumni. Stearns soon became an active and influential member of the Board. For many years he was chairman of the Board's Buildings and Grounds Committee. In 1916 he was an excellent choice to study and report on the business administration of the College.

The problem was, however, too much for one man. On June 16, 1917, Stearns reported briefly in a letter to Plimpton, the essential parts of which follow:

"I regret that I shall not be able to be present at the trustee meeting. You may remember that some considerable time ago I was appointed a Committee of One to consider with President Meiklejohn the business administration of the College. I have gone over this matter at various times with various members of the Board of Trustees and with President Meiklejohn, but am not prepared to make any definite report. I would suggest that the Committee be discharged, and that a new Committee, say of three, be appointed to take the matter up and try to make a report at the November meeting of the Trustees."

The matter was referred by the Board to the Finance Committee, but nothing was accomplished either at this time or, in fact, for many years.

The business administration of the College was not being well managed. There can, I am sure, be no question as to this statement of fact. The president was interested in the educational development of the College along lines which he outlined to the Board in general terms and which commanded the assent of the Board in principle. The president had no background of experience in business matters and no aptitude in this field. The treasurer of the College, Harry W. Kidder of the class of 1897, had spent one year after graduation at Yale Divinity School, and the two subsequent years as bookkeeper in the Northampton National Bank. For the past seventeen years he had been assistant treasurer and then treasurer of the College. His office was staffed with one faithful clerk. Kidder had had, therefore, no experience in business administration, and he never acquired any competence in this field. It is true that Kidder was overworked during much of his term as treasurer, but this was his own fault. Our files contain a letter to Kidder from Charles M. Pratt urging him to staff his office adequately and pointing out that there was no reason why the treasurer of the College should type his own letters. But Kidder took no action and the business of the College suffered in consequence.

The Board of Trustees could not expect to obtain good business administration from a team made up of Meiklejohn and Kidder. And the Board itself was not primarily a Board of businessmen. It contained some good teachers, some distinguished ministers, some extraordinarily gifted lawyers, some financial men of unusual competence in the field of investment of college funds, a leader in the field of social work, a great journalist, and two men with real experience in business: Plimpton and Stearns — both trained in the business practice of a generation ago. Stearns not only had the problems of his own business to engross his attention, but at this time he was becoming deeply interested in the public career of Calvin Coolidge, '95, who was lieutenant governor of the Commonwealth and about to become governor. The country was involved in the first world war, the College was adjusting itself as best it could to war conditions. The business administration of the College must wait till other problems were out of the way.

When the war ended and the College slowly returned to its normal functions, the Board was faced with the most serious financial problem which had faced the College since the Panic of 1873. Operating expenses were exceeding income to an alarming extent, the College was living on its capital and was borrowing money in large amounts. Its debts at bank were the largest they had ever been. New endowment was desperately needed.

The College was approaching its one hundredth birthday. The
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Board, in cooperation with the Alumni Council, decided to ask the alumni of the College for a gift of \$3,000,000 of additional capital as a Centennial Gift, and to celebrate the Centennial at Commencement in 1921. The new buildings which were needed, even the maintenance of the existing plant, and the reorganization of the business side of the College, all must wait till the College's financial structure was repaired by the Centennial Gift from the alumni.

Chapter VII

THE ALUMNI TAKE THE INITIATIVE

With the turn of the century the alumni of the College began to play a much more significant part in the development of the College. The Society of the Alumni had been formed at Commencement in 1842, in the darkest days of the history of the College. While resolutions were passed expressing "sympathy with the founders and friends of Amherst College in the present embarrassed state of its affairs, . . . confidence in the wisdom and energy of the Board of Trustees," and "pledging earnest co-operation in all appropriate ways for its relief," Tyler records that the meeting was "a squally and threatening one" and "boding ill quite as much as good in its future history." The alumni of that day did much, in fact, to force the resignation of President Humphrey. But Hitchcock had then turned the tide and saved the College, and in the years that followed the alumni became, gradually but steadily, an increasing strength to the College and its officers. In 1874, at the request of the Board, the legislature amended the charter so that the five members of the Board who had in the past been elected by the legislature should in future be elected by the alumni. By the middle of Seelye's administration the Board was made up exclusively of alumni. From the very early days alumni had been appointed to the faculty, and in Seelye's time all the professors were Amherst graduates.

Bela Bates Edwards of the class of 1824 was the first alumnus to be elected to the Board, and served from 1848 till his death four years later. He was the first alumnus, as we have seen, to take energetic steps for funds for the plant, and his active solicitation of gifts had resulted in the new library building in 1853. Rufus Bela Kellogg of the class of 1858 was the first trustee elected by the alumni after the change in the charter. The class of 1831 was the first class to make a gift to the College for endowment by the establishment in 1871 of a class scholarship fund in the amount of \$1,250. And the same year similar class scholarship funds were established by the classes of 1836, 1839, and 1859. These gifts were made on the occasion of the semicentennial celebration of the College.

In the last chapter we saw the growing interest in the buildings and grounds taken by the alumni. The class of 1884 was the first class to make a gift as a class for the plant, and was followed by the classes of 1893, 1896, and 1883. In 1906 the Alumni Fund was started, and Roberts Walker, '96, was made treasurer. In 1914 the Alumni Council was organized by a representative group of alumni, led by the dynamic Henry T. Noyes, '94, of Rochester. Frederick Scouller Allis, '93, was chosen as executive secretary of the Council, to reside in Amherst and devote his entire time to the work of the Council. Allis had been a lawyer and banker, and was, as it proved, the ideal man for the post. For a quarter of a century he exercised a subtle and profound influence on the development of the college endowment and the college plant.

Generous alumni had made large additions to the college plant before the birth of the Alumni Council, as we have already seen. Pratt Gymnasium, Pratt Field, Pratt Health Cottage, Morris Pratt Memorial Dormitory, the Swimming Pool given by Harold I. Pratt, and the Squash Courts given by Mortimer L. Schiff were all gifts by alumni. The funds for the Observatory had come one-half from Mrs. D. Willis James and one-half from about twenty-one alumni. The funds for the Biology-Geology Laboratory had been given one-half by Andrew Carnegie, \$20,000 by D. Willis James, and the remainder by nineteen individual alumni and the members of four classes. But all in all, a very few of the alumni of the College had been contributors to the development of its buildings and grounds.

The first general participation of the alumni in buildings came, not on the campus, but in the properties of the fraternities. The story of the activity of the alumni in the purchase and development of the properties of the thirteen chapters in Amherst forms an important part of the story of the development of the college plant, the significance of which has not received adequate attention in the past. For the fraternity properties were bought and the chapter houses built with funds raised from time to time by general solicitation of the alumni of the chapters, rather than with funds given by a few wealthy graduates. And the alumni who gave first to their college fraternity to provide satisfactory housing later gave to the College for the reconstruction of the college plant.

Furthermore, the chapter houses very early set a standard of comfort, convenience, and architectural charm, enhanced by appropriate landscaping, which so far surpassed the living facilities provided by the College, that the College was forced by fraternity competition to improve its dormitory accommodations. The College lagged behind, however, until the erection of Morris Pratt Memorial Dormitory.

Even today, our two old dormitories, in which we justly take pride because of historical and sentimental association and because of their commanding location flanking Johnson Chapel, represent a standard of safety, comfort, and convenience that was obsolete more than half a century ago.

This is not the place for a history of the Amherst fraternities. But some sketch of the background is needed to understand the significant development in buildings which came to flower in the period from 1910 to 1930. The first of the present fraternities to be established at Amherst was Alpha Delta Phi. Founded at Hamilton College in 1832, it chartered a chapter at Amherst in 1837. Within the next decade two other national fraternities established chapters at Amherst: Psi Upsilon in 1841 and Delta Kappa Epsilon in 1846. The following year a non-secret society, founded at Williams in 1834 as a protest against the secrecy of the fraternities, established the Amherst chapter of Delta Upsilon. Until near the end of the Civil War, these three fraternities and Delta Upsilon were the representatives of Greek letter organizations on the Amherst campus.

As early as 1834, before any of the present chapters were in existence, the Board of Trustees was disturbed by the organization of local Greek letter chapters, and passed a formal resolution that "no secret society for literary or other purposes be formed or continued amongst the students of the College without permission of the faculty, nor shall any association for any purpose be allowed amongst the students, whose plan, objects, course of proceedings and by-laws have not been submitted to, and approved by the faculty; nor shall any pledge to secrecy, or any obligation of any description be admitted to interfere with the rights of the faculty to have at all times a full knowledge of the doings of such associations."

The climate of the College at the time is indicated by the next vote of the Board at the same meeting, "That the use of tobacco within the college premises be prohibited, except where special permission may be given by the faculty." It has often been suggested that the rise of fraternities on the campuses of our older colleges at this period in their history was due to the desire of the students for training in speaking and in writing which the colleges did not afford, and it is doubtless true that the fraternities did supply their members with practice in literary exercises which the College failed to give. But a reading of the ancient records suggests that the fraternities may have been a by-product of the strict Calvinistic discipline imposed by faculty and trustees on exuberant youth. For a study of the faculty records of Amherst indicates that even the young men who were attending college in [148]



Fayerweather Physics Laboratory



The Biology Building

preparation for the Christian ministry had their normal share of high animal spirits which were not entirely sublimated by chapel services at five in the morning. And when the faculty went beyond the interdiction of alcoholic spirits and tobacco, and forbade the enjoyment of a cold supper in a dormitory room after a speaking contest, the students found it helpful to have a haven of retreat to a fraternity room beyond the eye of professor or tutor with proctorial powers.

In 1842 the faculty made a formal demand for the constitution and records of Alpha Delta Phi and Psi Upsilon, but the members refused to deliver them. As the two societies included the leading students of the College, and as the college enrollment was dwindling rapidly and its finances were in desperate shape, the faculty were in no position to enforce their demand. The forced withdrawal of the members of the two societies might well have meant the closing of the College, which almost came about in this era because of another disciplinary action taken by faculty and president against the overwhelming weight of student opinion. Humphrey resigned, and Hitchcock became president. Thereupon Alpha Delta Phi, with commendable sagacity, invited both President Hitchcock and his freshman son, Edward ("Old Doc" to my generation), to become members of their society. The president wisely accepted and was formally initiated into the secrets of the society on November 15, 1845. The problem of secrecy was solved, for if the president of the College knew the secrets, what member of the faculty could object.

His son, Edward, records in his reminiscences that his "first tailor-made suit was made when I was a freshman in College, a snuff-colored broadcloth coat made from a cloak of mother's. And I well remember that one of the first wearings of this coat was at my initiation to Alpha Delta Phi."

In the early days the fraternities rented rooms in the dormitories. Later they moved down to the village and rented rooms in business blocks. "Up to 1840," says Dr. Hitchcock, "the room of Alpha Delta Phi was 32 South, the southeast corner 4th storey. Then they moved to No. 5 Middle, now North, second storey north entry front corner. After that they went down to Adams Block, where they stayed until they went into their old Sellen House building, say in the seventies. And they left South College because Psi Upsilon Society located themselves directly in front of them in the southwest corner upper storey. Just about 1845 I suppose the feeling between Alpha Delta Phi and Psi Upsilon ran at its highest point, . . . a tremendous undercurrent running through college and down town among the ladies, particularly the girls of the faculty."

The older fraternities continued to maintain their clubrooms in business blocks in the village until they were driven out by fires which destroyed the buildings in which they were housed. In 1874 Alpha Delta Phi purchased the Sellen house on South Pleasant Street, a part of the fine property now owned by the chapter, after a destructive fire in a downtown business block. Legend says that Dr. Hitchcock, then about a quarter of a century out of college, was able to rescue the chapter records. Five years later, Psi Upsilon bought a house on South Pleasant Street, part of the present property of the chapter, after a fire had destroyed their hall with its dome, in the business block on the site of the present Jackson & Cutler store. Their records were lost in the fire. And in 1881 Delta Kappa Epsilon lost its chapter rooms and records in another fire, and bought from Edwin Nelson the large estate on Lessey Street, including a frame dwelling house on the site of the present chapter house. A year later Delta Upsilon followed, with the purchase of a dwelling house on South Pleasant Street located approximately where Hitchcock Road now joins South Pleasant Street.

As the chapters acquired real estate, they found it desirable to incorporate. Alpha Delta Phi was incorporated under Acts of 1870, Chapter 224, Sections 1-10; Psi Upsilon, under Acts of 1874, Chapter 375, Section 4; and Delta Kappa Epsilon, under Public Statutes, Chapter 115, Sections 1, 2, and 3, and Chapter 106, Sections 18, 20, and 21. The purposes of the corporation in the case of Delta Kappa Epsilon, for example, are "literary, social and educational, and also to establish and maintain a place or places for dormitory accommodations, reading rooms and library of said fraternity and for its social meetings."

Tradition in Amherst says that the Alpha Delt purchase of the Sellen house provided the chapter with the first fraternity-owned building with dormitory facilities for its members in any college in the country. In any event, within a period of a dozen years four chapters in Amherst were providing bedrooms and studies as well as public rooms for their upperclass members. In 1886, five years after the purchase of the property on Lessey Street, the Dekes built a fine new chapter house of frame construction next to the dwelling house they had acquired, and connected the two buildings with a covered porch. At this time the chapter borrowed \$10,000 from the Amherst Savings Bank, which was finally paid off in 1900. Three years later, in 1889-1890, the Alpha Delt chapter retained the well-known New York architects, Carrere and Hastings, to design and supervise the construction of their "new house." This was an imposing structure of brick and stone which set a new standard of costliness in Amherst. I am told by the present officers [150]

that the mortgage debt incurred by the chapter for this house was not finally liquidated by alumni gifts until 1912. And Psi Upsilon, which had paid about \$10,000 for its original house, added the Davis property in 1892 at a cost of \$10,000 more. Its debt of some \$20,000 was finally paid off by gifts from alumni members in 1906.

By 1900 seven additional chapters had been organized at Amherst, and each had a house of its own:

Chi Psi, chartered in 1864, acquired a house on Northampton Road;
Chi Phi, 1873, a house on College Street;
Beta Theta Pi, 1883, a house on Boltwood Avenue;
Theta Delta Chi, 1885, a house on Northampton Road;
Phi Delta Theta, 1888, a house on Boltwood Avenue;
Phi Gamma Delta, 1893, a house on Lessey Street;
Phi Kappa Psi, 1895, a house on Amity Street.

The fraternities were firmly established, they owned property, and paid taxes. And what was more significant, they provided good living accommodations for students in the three upper classes, which the College was entirely unable to house in its two ancient dormitories. In my undergraduate days the living quarters in the chapter houses were far superior in comfort and convenience to the facilities provided by the College, and the annual cost was less. There was no luxury, but there was comfort and convenience. The "new" Alpha Delta house was an imposing structure, and was considered by many the finest fraternity house in the country. The other houses were dwelling houses adapted for fraternity use, though some had more rooms than others. The fraternities had come a long way from the days when they had allayed the suspicions of the faculty by initiating President Hitchcock into Alpha Delta. How far they had come is indicated by the action of the Board of Trustees of the College in June 1891, when the Board adjourned its Commencement meeting to attend the literary exercises at Psi Upsilon on the occasion of its semicentennial. Six years later, in June 1897, the Board again adjourned to attend a similar function at Delta Kappa Epsilon.

The ownership of real estate brought with it responsibility. Taxes must be met, repairs made from time to time, heating and lighting provided, and, most important of all, the mortgages must be paid down. These responsibilities made it necessary for the alumni to return to the College periodically to elect alumni officers, to assume general oversight of the property, to continue the solicitation of gifts to meet the mortgage indebtedness, and to see that the undergraduate standards of housekeeping were maintained at a satisfactory minimum. The fra-

ternities were strengthened by the continuing interest and supervision of alumni, and the College gained in alumni participation. An interesting example of alumni overseeing of the finances and business affairs of a chapter is furnished by the Gamma Chapter of Psi Upsilon, where the office of treasurer of the corporation was held for some forty years by G. Henry Whitcomb, '64, long a powerful trustee of the College, and his son, Ernest M. Whitcomb, '04, president of the First National Bank of Amherst. Today the Psi Upsilon treasurer is Oliver B. Merrill, Jr., '25, of the New York bar. Fraternity rivalry on the undergraduate level tended to keep all the chapters in a relatively healthy condition.

The next advance, which resulted in the thirteen well-designed, modern chapter houses which are an ornament to the College today, was initiated by the Gamma Chapter of Psi Upsilon. It was due in large part to the enthusiasm and persuasive persistence of a single alumnus of the chapter, William Seymour Tyler of the class of 1895. Tyler was the son of Mason W. Tyler of the class of 1862, alumni trustee of the College from 1901 till 1907. His uncle was John Mason Tyler, '73, affectionately known as "Tip," who was professor of biology at the College and a member of the faculty from 1879 till 1917. His grandfather was Professor William Seymour Tyler of the class of 1830, who had joined the Amherst faculty as a tutor in 1832 and retired as professor of Greek sixty-one years later, in 1893. The grandfather, known to generation after generation of students as "Old Ty," had taught almost every alumnus of the College and had written the monumental history of the College at the time of its semicentennial. He had received two honorary degrees from Harvard and one from his alma mater, had been acting president of the College on occasion, and had been persistent in raising money for the College throughout his long life. The grandson, Tyler of '95, has been a practicing lawyer in New York City for most of his active life. Two years after his graduation from college he began to talk of a new house for Psi Upsilon and persuaded the alumni corporation of the chapter to start a building fund, even though the chapter still had a substantial mortgage debt on its present property.

On November 20, 1908, two years after the mortgage had been paid off, Tyler persuaded the alumni corporation to appoint a Building Committee to study the problem of a new house. The Committee consisted of Herbert L. Bridgman, '66, the distinguished journalist, William C. Atwater, '84, Arthur H. Dakin, '84, Thomas J. Hammond, '00, and Tyler, who became secretary and treasurer of the Committee. Later, Eugene S. Wilson, '02, and Ernest M. Whitcomb, '04, were



Old Delta Kappa Epsilon House (1880's)



Present Delta Kappa Epsilon House



Psi Upsilon House (1880's)



Psi Upsilon House today

added to the Committee. The corporation appropriated \$250 to the Committee for expenses and turned over to them a balance of some \$2,915 which remained after the payment of the mortgage two years before. In June 1910, the Building Committee was authorized to solicit subscriptions and proceed with the building as soon as adequate gifts had been secured. The Committee consulted McKim, Mead & White, the architects of the College, and Burt L. Fenner of the firm made a trip to Amherst to study the problem. At his suggestion the Committee then retained Allen Cox, of the firm of Putnam and Cox of Boston, to draw plans for a chapter house. Cox had been born and brought up in Holyoke and he knew the history and traditions of the Connecticut Valley intimately. He proved to be the ideal choice for the first of the new fraternity houses at Amherst.

On December 16, 1911, the cornerstone was laid, with appropriate ceremony, and on October 16, 1912, the new house was dedicated. The contractor was the Casper Ranger Company of Holyoke. The total cost, including grading, decorations, and furniture, but not including the cost of the land, was about \$74,000. A whirlwind campaign had been conducted for gifts. There were two hundred seventeen separate gifts from a total alumni group of four hundred sixty-five. There was one gift of \$5,000, one of \$4,000, and one of \$3,000. Total gifts amounted to about \$50,000. The corporation had authorized a mortgage of not over \$30,000, and the Committee arranged for a mortgage of \$22,700 with the Amherst Savings Bank. This was finally paid off in 1920.

The fraternity had originally planned to allow the old house to remain on the property during the life of the mortgage in order that the revenue from room rentals of the old house might meet the mortgage interest. But when a group of alumni pledged \$600 per annum for six years to meet the mortgage interest, it was decided to tear down the old house at once. In the next thirty years twelve other chapters built new houses or radically remodeled their existing structures. All are well-designed and well-built. Five were designed by Allen Cox, whose design for the Psi Upsilon house had won such universal approval. Cox and the Psi Upsilon Building Committee had set a new standard which the others must emulate if they were to remain in competition. Their work, therefore, had a profound influence on the entire fraternity plant of the College. Ultimately, the alumni of each of the chapters were forced to consider the problem of an adequate, modern structure. Thus Tyler of '95 has an enduring monument.

In 1912 the College decided it needed the site on the corner of Boltwood Avenue and College Street, just north of Hitchcock Hall, for

possible expansion. The property belonged to Phi Delta Theta, which had bought the Houghton house many years before and was occupying it as its chapter house. The Board authorized the Buildings and Grounds Committee, of which Frank W. Stearns was then chairman, to purchase the property at not over \$25,000. This was the first occasion when the interests of the College and the interests of a fraternity had come into competition in the field of real estate. This was the only fraternity property within the area which the College was likely to wish in time to control — that is to say, the land bounded by College Street on the north, by South Pleasant Street on the west, and by the two railroads on east and south. The negotiations were handled by Stearns, alumnus of another chapter, for the College and by Professor Frederic B. Loomis, '96, one of the most respected members of the faculty, for the fraternity.

At the next meeting Stearns reported that the College had purchased the property for \$22,500 in cash, plus a site suitable for a fraternity house for the chapter, and had leased the property back to the chapter for a brief period at a rental of \$700 a year. The College then deeded to the fraternity a plot of land on the corner of Northampton Road and Woodside Avenue, just west of College Hall. The fraternity used the money it had received from the sale of its former property for the erection of a new chapter house, retaining Allen Cox as architect. The house cost something more than the cash in hand, and a mortgage was placed on the property for the balance. The mortgage now held by the College has been gradually reduced to its present figure of about \$4,500. The appraised value of the house in 1938 was \$60,000. The former Houghton house which the College acquired was torn down.

The fraternity then made a gift to the College of \$500, with the suggestion that the income be used annually toward founding a scholarship of \$50 to pay the tuition of a student from the College at the Marine Biological Laboratory at Woods Hole, the balance necessary to be provided each year by the chapter. The gift was gratefully accepted by the Board.

In 1914 Delta Kappa Epsilon built its present fine Georgian mansion at the top of Deke Hill. The former "new" house was already some twenty-seven years old, but was still in reasonably good condition, in spite of the wear and tear of use by successive generations of undergraduates. The earlier house, remodeled from a dwelling house belonging originally to Edwin Nelson, was still livable, although it showed its age. But the example of Psi U was contagious. For years there had been the keenest rivalry between the undergraduates in [154]

Psi U and those in Deke, and it appeared to the undergraduate chapter that it would be intolerable if their rival could boast of a beautiful new house which made the Deke quarters appear even more dingy than they were. The only alternative was a new house for the Deke chapter.

A fund was raised by a graduate committee headed by Henry P. Kendall, '99; he and I were appointed a Building Committee of two. There were three hundred eighty-nine contributors. The largest individual gift was \$7,600, there were three gifts between \$2,000 and \$3,000, the rest were smaller. Kendall and I consulted William R. Mead, the college architect, who was a graduate member of the chapter. He recommended Lionel Moses, II, an associate in the office of McKim, Mead & White, and we engaged him as architect. Bids were taken and a contract awarded to the H. Wales Lines Company of Meriden, Connecticut. The estimate was more than the fund we had in hand or were likely to have. Kendall and I considered whether we should cut down on the size of the house or on the quality embodied in the specifications, and decided against either course. We built the house as well as it could be built, and borrowed from the Amherst Savings Bank. The total cost, including construction, landscaping, furniture and fixtures, architect's and engineer's fees, and miscellaneous expenses, amounted to about \$58,000.

The Deke House is in fact the most solidly built and the most nearly fireproof house in Amherst. The walls are of brick and stone, the floors of steel and concrete. We even installed a concrete slab above the third floor ceiling and below the roof. The interior walls are of heavy construction.

George A. Plimpton, president of the Amherst Board, had acquired some years earlier in London the fireplace from the house once occupied by Sir Isaac Newton, and later by Fanny Burney and her father. This he presented to the chapter and it was incorporated in the library. A quarter of a century later Plimpton furnished the library with antique paneling from the ancient colleges of Oxford and Cambridge, which he acquired on a trip to England. Edward S. Whitney, '90, presented a fund to the chapter for the acquisition of a good reference library, and the fund has proved adequate to increase the collection of books from year to year. Cornelius J. Sullivan, '92, and Mrs. Sullivan gave the chapter a fine Italian marble mantel for the living room and a Steinway grand piano. Stanley L. Wolff, '08, presented the granite steps at the entrance to the grounds. And Edward S. Whitney, '90, added to his former gift so that the chapter was able to adapt a small room off the paneled library for use as a listening room

for musical records. His gift included the excellent instrument and a large collection of classical records.

In the paneled library we set a number of tablets, made from the antique wood of the English colleges, to be used for memorial tablets. No memorial tablet is incorporated unless the name proposed passes the scrutiny of a committee which includes the president of the alumni corporation and the president of the College, irrespective of his fraternity affiliation. Tablets have been installed to Simpson, '71, Plimpton, '76, Mead, '67, and Sullivan, '92, all of whom maintained a continuing interest in the affairs of the chapter throughout their lives. There are also tablets to Professors Cowles, Morse, and Thompson, all of whom had given liberally of their time and interest to the affairs of the undergraduate chapter.

When the house was completed, we had a mortgage of \$26,000 on the property, as our pledges were being paid slowly. Kendall then said that, in view of the fact that he had done the major part of the work in raising the building fund, he thought I should undertake the task of raising funds to reduce and finally pay off the mortgage. This I undertook to do. The mortgage was paid and discharged in 1922.

In 1948 Kendall, who then had two sons in the active chapter, proposed that we add a one-story addition to the house on the north. His program was approved by the alumni corporation when it was announced that he himself would make the initial gift of \$5,000 toward the project. The cost of the addition was approximately \$15,000. It was financed by a temporary bank loan without mortgage, and is now being paid off by contributions from the alumni body of the chapter.

Recently I had the pleasure of being present at the Chi Psi Lodge when it burned its mortgage, which had amounted originally to \$40,000. One by one, the other chapters built new houses or remodeled their existing houses.

The most expensive of the present houses is probably the Alpha Delta Phi House built in 1928. The campaign for funds was begun in 1927, at the height of the Coolidge era of prosperity. Maurice L. Farrell, '01, was chairman of the Finance Committee, and George D. Pratt, '93, chairman of the Building Committee; the two committees included some twenty-five or more of the chapter's alumni. There were two hundred thirty-nine contributors. The total amount raised was \$199,093. There were two gifts of \$25,000 each, and the smallest gift was for \$1.

The architect was Maurice B. Biscoe of the Boston firm of Andrews, Jones, Biscoe & Wetmore, and the contractor was the H. Wales Lines Company of Meriden, Connecticut. The cost of the building was
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\$144,149, the cost of the furniture \$21,959, making a total cost of \$166,109. The building was opened in September 1929. When the New York stock market crashed a few weeks later, the building was paid for, the chapter had, in addition, an endowment fund of nearly \$33,000, and the outstanding and unpaid subscriptions amounted to less than \$500.

In chronological order the new houses came into being as follows:

		<i>Architect</i>
1913	Psi Upsilon } Phi Delta Theta }	Allen Cox, Boston
1914	Delta Kappa Epsilon	Lionel Moses, New York
1916	Delta Upsilon } Beta Theta Pi }	Allen Cox
1918	Chi Phi	Allen Cox
1921	Theta Delta Chi	Allen Cox
1922	Phi Kappa Psi	Allen Cox
1924	Chi Psi	H. Herbert Wheeler, New York
1928	Alpha Delta Phi	Maurice B. Biscoe, Boston
1929	Phi Gamma Delta	Putnam & Stewart, Northampton
1932	Delta Tau Delta	J. D. Leland, Boston
1940	Theta Xi	C. H. Sherwood, New York

At present the College holds mortgages on four houses for a total amount of about \$38,000. Mortgages held outside the College on two houses amount in total to about \$52,000.

The thirteen fraternity properties are assessed by the town for tax purposes for about \$735,000. The largest assessment is that of Alpha Delta Phi for \$85,700, the smallest that of Theta Xi for \$24,000. In 1938 the houses were appraised for insurance purposes. The total of the appraised value in 1938 was over \$1,000,000. Fraternity Business Management, under the guidance of Arthur Davenport, '32, keeps a watchful eye on the business management and housekeeping of the thirteen chapters, including their purchasing, budgeting, and janitorial service. The accounts from members are collected and accounts payable paid. The College charges a uniform amount for room rent, whether a student lives in a college dormitory or in a fraternity house, and collects the charge on the college term bill. It then remits to the fraternity treasurer the collections for room rent for the members living in the chapter house. During World War II the College took over all the chapter houses on lease, and they were used either for civilian students or for members of the armed services, or were vacant. The finances were handled on a pool basis, so that the fraternities shared equally whether their houses were used for one purpose or another

or were vacant. At the close of the war the operations of the pool were closed out, and the houses returned to their respective chapters. The title to one house is held by the College, and the house is leased to the chapter. Financial considerations may lead in time to similar action on the part of some other houses.

It is sometimes said that the Amherst chapter houses are too luxurious. I do not agree. It is, of course, true that some of the houses are much more expensive than others. But the general average of accommodations provided for the undergraduate members is, in my judgment, no higher than that provided by the College in its newest dormitories, and no higher than that afforded in our older preparatory schools, or in the House Plan at Harvard or the College Plan at Yale. That the standard of living for college students at Amherst is much higher than it was in my student days is obvious, but so it is in other New England colleges, and so it is outside the colleges. Fireproof or fire-resisting buildings are now standard practice for students, and ought to be. And the provision of appropriate and dignified surroundings for the normal social life of undergraduates is, in my judgment, a proper function of an undergraduate college.

Libraries are now being developed in many of the chapter houses. I have already mentioned the beautiful library in the Deke House, given by Plimpton and Whitney. The Phi Gamma Delta House has an excellent library, given by a number of its graduates in memory of Calvin Coolidge, '95, who was a member of the chapter as a student. The Beta Theta Pi House has a library of rare charm, the gift of Frank M. Lay, '93, in memory of his son, Edward Poole Lay, '22. And other houses have developed libraries for their members from gifts of generous alumni.

The question of whether fraternities have a proper place in our colleges is now under discussion by students, faculty, trustees, alumni, and the public. Questions of democracy, discrimination, social conduct, scholarship, and other matters are brought into the debate. Here we are concerned only with the chapter houses as a part, and a very valuable part, of the college plant for housing its students. Amherst is and always has been a residential college, in which most of the students are living away from home and have to be provided with living quarters. These quarters ought to be comfortable, convenient, fireproof or fire-resisting, and to have good sanitary facilities. If, in addition, they can have charm of design, beauty of landscaping, and appropriate facilities for the social life of the young men, such as are provided by the Amherst chapter houses, we can leave to the appropriate authorities the debate on the social implications of their operation as fraternity

houses or as college houses. In providing the thirteen chapter houses, the Amherst alumni have rendered a service of prime importance to their college, far beyond the financial cost of the properties themselves.

We have seen that the alumni of Amherst in 1914 created the Alumni Council as a channel through which to organize and develop their effective relations with the College. At the close of World War I, the College faced a most difficult financial problem. The inflation which had taken place had increased operating costs without a corresponding increase in income. The college budget was dangerously out of balance, and the College had borrowed large sums from a New York bank to meet its deficits. Maintenance of the college plant had been starved and must be restored. New endowment was essential if the College was to continue to maintain its standards of performance. The problem was too big to be met by a few large gifts stimulated by Plimpton. At this point the Board called on the officers of the Alumni Council for advice.

In the autumn of 1919 a series of informal meetings was held in New York under the auspices of Dwight W. Morrow, '95, who had been elected to the Board in 1916, but who had been absent in Europe during most of 1918 as a representative on the American Shipping Mission. Among the guests were Trustees Plimpton and James, and Mr. Allis, secretary of the Alumni Council, together with a small group of alumni. It was clear to all of us that the College must make a general appeal to its alumni for a very large fund, and that it might well be called a Centennial Gift, in view of the fact that Amherst would celebrate its centennial in 1921. Morrow was the only man who had the ability, the prestige among the alumni, and the devotion to undertake the task of heading the program. He agreed to accept the chairmanship of an executive committee, provided Eugene S. Wilson, '02, and I would become vice-chairmen and would do the detailed work of organization. Morrow had become a partner in J. P. Morgan & Co. in 1914. Wilson was a vice-president of the American Telephone and Telegraph Co., with an office in New York. And I had returned to a business post in Boston a few months before, after my war service in Washington. Arthur Curtiss James agreed to accept the chairmanship of a general Committee of One Hundred, provided Morrow, Wilson, and I carried the detailed work of the Executive Committee. Harold I. Pratt, '00, accepted the treasurership of the fund to be raised. The other members of the Executive Committee were George A. Plimpton, '76, William C. Breed, '93, an alumni trustee, Lucius R. Eastman, '95, Herbert L. Pratt, '95, Claude M. Fuess, '05, and Bruce Barton, '07.

As a result of our informal meetings in New York, plans were made

to hold two meetings in Amherst — one in November 1919 and one in November 1920 — to which alumni from all parts of the country would be invited to survey the College and its needs at first hand. At the meeting in Amherst in 1920, it was decided that speakers should present the needs of the College to the alumni who had gathered for the conference. Alfred E. Stearns, '94, headmaster of Phillips Academy at Andover, was asked to speak on faculty salaries, Wilson on athletic facilities; I undertook to speak on the subject of "Repairs, Depreciation, and Upkeep" — a most unpromising title.

I realized that I had no particular qualifications to speak on this subject, but I had accepted a vice-chairmanship of the Executive Committee at Morrow's request and my colleagues were in agreement that this subject was my first important assignment. I was confronted with the immediate problem of familiarizing myself with the subject as thoroughly as possible and preparing a brief address which I must deliver to the assembled brethren, which would then be put in print with the other addresses and mailed to all the alumni of the College. On my return to Boston, I came to the conclusion that I needed expert advice. I telephoned my friend Morton Tuttle, a trustee of Dartmouth and one of the most competent large builders in the Boston area. He recommended to me Homer Eaton Keyes. Keyes had been a member of the Dartmouth faculty in the arts, and since 1913 the business director of Dartmouth College. He was an ideal choice for the problem.

Keyes met me in Amherst, and together we made a comprehensive initial survey of the plant of the College. We visited every building and inspected it from cellar to attic. We noted the type of construction, the lack of maintenance which was everywhere evident, the housekeeping. We conferred with the treasurer, Harry W. Kidder, '97, and learned of the staff at his disposal in the care of the plant, his methods of buying, and the general organization or lack of it in the management of the college plant. It was an illuminating experience.

At the large meeting of alumni in November I presented my report in summary form and with considerable restraint. It was subsequently printed with the other addresses and mailed to the entire body of the alumni. During the next year I was fully engaged in the problems of organization for the Centennial Gift and in a conference in Washington to which I had been appointed by President Wilson and which took most of the winter. I gave no further thought to the college plant. We were engaged in the task of attempting to raise a fund of \$3,000,000 for the College. The use to be made of it would be decided by the Board.

The physical needs of the College were listed as follows, though in
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First and second Alpha Delta Phi Houses (1878 and 1923)



The present Alpha Delta Phi House



Rear view of "The Consecrated Eminence" taken in 1952 from Stearns Hall:
(from left) Appleton, South College, Johnson Chapel, North College, Williston

submitting the list to the Board for approval, we pointed out that the figures were not based on accurate estimates, and that the total needs far exceeded the \$3,000,000 which we hoped to raise.

Commons: Construction	\$300,000	
Endowment	250,000	\$550,000
Pratt Gymnasium: Cage, track, jumping pits, and enlarged floor space		250,000
Hitchcock Field completion		160,000
Repairs immediately necessary, general upkeep and restoration: Pratt Cottage, Johnson Chapel, College Hall, North Dormitory, Octagon, etc.		300,000
Church remodeling and enlarging		150,000
Enlarged music building, art building and theater		No figure

These proposals amounted in total to over a million and a half dollars. A figure of two million and a half was proposed for instruction, pensions, scholarships, books, and clerical assistance, and \$100,000 for the endowment of athletics.

The story of the Centennial Gift and the organization work which resulted in securing \$3,013,115.56 in pledges has been told elsewhere. But because it was the first time in the history of the College that the alumni as a whole were called on for financial support to provide additional capital, and because its success enabled the College to provide the physical facilities necessary for its work, it is appropriate to recall the essential elements in the story.

Our Executive Committee in charge of the organization met at least once a month and sometimes oftener as the dinner guests of Dwight Morrow. Although he was carrying a heavy load of responsibility as a Morgan partner and was a director of numerous corporations, he gave us all the time we asked for. And in addition to the dinner meetings, he was always available for conference at 23 Wall Street at the close of the day's business. Sometimes the dinner meetings were attended only by the members of the Executive Committee, sometimes, at the suggestion of the two vice-chairmen, invitations would be sent to a number of prominent alumni. The dinners were held at one of Morrow's New York clubs, and if we had guests, Herbert Pratt would supply the cocktails from his private stock. One meeting was held aboard the *Aloha*, the beautiful yacht of Arthur Curtiss James, who issued the invitations at our suggestion, and we cruised down the harbor with a group of the older alumni whom we deemed important for the success of our enterprise. A small group of young alumni, who had been members of the Glee Club as undergraduates, was organized

and led in the singing of college songs at some of the occasions. But no money was ever asked for or offered.

We opened a small office in New York and secured the full-time services of Frederick Pitkin Smith, '08, of the New York bar, as executive secretary. He traveled across the country, visiting every important center of Amherst alumni and holding local meetings. As the president of the College had asked the Board for a year's leave of absence for travel in Europe, we asked two of the senior members of the faculty, Professor Olds and "Tip" Tyler, to make extended trips to the alumni during the winter, and they cheerfully accepted the assignment in addition to their regular work. Local committees were organized in every center. Fred Allis, secretary of the Alumni Council, was a tower of strength and devoted the major part of his time to the effort.

After a full year of intensive organization, we scheduled a second large meeting of the alumni in Amherst in November 1920, on the week end of the traditional football game with Williams. We had scheduled a monster rally in College Hall for Saturday night after the game, with Morrow as the principal speaker. The Williams team was the favorite, and Wilson and I secured permission from the Amherst coach to talk to the Amherst team between the halves. The team played magnificently and won the game. Our audience in College Hall was full of enthusiasm, but Morrow had not arrived in town.

We arranged for a series of inspirational talks by prominent alumni who were present to hold the audience till Morrow came. The day before had been a "Black Friday" on the New York Stock Exchange, and Morrow had been up all night with a group of bankers and lawyers in a successful attempt to save the general situation. He arrived and, without notes, gave the most eloquent speech I ever heard him deliver.

The intensive solicitation of gifts began on November 29, and was concluded on December 8, 1920. During this period about \$2,500,000 was pledged. District headquarters were then promptly closed, and for the remainder of the college year the work of seeing the remaining alumni was directed by Fred Allis from Amherst. The College had 4,913 alumni living, including both graduates and non-graduates. Of this number, 4,044 were subscribers to the fund. Every undergraduate was a subscriber, and there were one hundred thirty-eight subscriptions from persons not alumni. It was a magnificent response from Amherst's sons and from friends of the College.

Another committee of trustees, faculty, and alumni was in charge of preparations for the celebration of the Centennial at Commencement in 1921. In the winter of 1920 this committee asked me to secure for

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them a competent man, experienced in construction, who could be retained on a temporary basis, to assist the committee. Again I consulted my friend Morton Tuttle and told him our needs. He recommended a young graduate of Brown University, Henry B. Thacher, who had been on the staff of Aberthaw Construction Company of Boston and was now chief engineer of mills in Saco, Maine. I talked with Thacher, who seemed to me ideally suited for the task, made appropriate arrangements with him, and when he secured temporary leave of absence from the Saco mills, I sent him up to Amherst to assist the committee in charge of the Centennial.

In June 1921, Amherst College celebrated its one hundredth birthday with appropriate ceremony in the presence of a large gathering of the alumni. Addresses were delivered covering various aspects of the history of the College. The alumni were proud of the success of their efforts to provide the College with the endowment it sorely needed, and at the Alumni Luncheon the results of the campaign were announced. Everyone knew that the College was facing a most serious internal problem which was rapidly approaching a climax. It was a problem for the Board and one in which the alumni could not be helpful. But the financial problem of the College, which had loomed so large a year ago, had been met by the concerted effort of the alumni of the College, and the College expressed its gratitude to its sons. The men of Amherst could look back with pride on its history of a century. It could recall with affection the great teachers who had made their contributions to the enterprise of education, begun with such high hopes and such slender means a century before. The speakers referred to the work of alumni now gone, in the fields of teaching, law, medicine, the ministry, and government.

A century had ended in the life of the College, and a new one was beginning. There would be new teachers and new trustees. The College now had the funds to build some of the new buildings needed and to improve the old ones. The alumni, who fifty years before, on the occasion of the semicentennial, had presented the College with a few scholarship funds from a few of the classes, and who had been building chapter houses during the preceding decade, were now organized in an Alumni Council through which their efforts could be channeled. The College had called on them for help, and they had met the challenge with a gift of \$3,000,000.

Chapter VIII

BUILDING FOR THE SECOND CENTURY

The College opened its second century with six new trustees on a Board which numbered only sixteen members in addition to the president of the College. On May 28, 1921, Calvin Coolidge, '95, Vice President of the United States, was elected a life member to fill the vacancy caused by the death of John W. Simpson a year earlier. At the Commencement meeting, a month later, George D. Pratt, '93, was elected a life member to succeed his brother, Charles M. Pratt, '79, who resigned for reasons of health after a service of twenty-four years. At the same meeting Arthur C. Rounds, '87, who had served as alumni trustee, was elected a life member to succeed Williston Walker, '83, provost of Yale University, who had served a quarter of a century and who died a few months later. And at the Alumni Luncheon the announcement was made that I had been elected an alumni trustee for a term of five years. Four new members in one year was of course an unusual turnover. In addition, Frederick J. E. Woodbridge, '89, of the faculty of Columbia University, had been elected an alumni trustee a year before to succeed Robert A. Woods, '86, who had finished his term of five years. In 1919, Edward T. Esty, '97, had succeeded Talcott Williams, '73, as alumni trustee.

George Pratt had spent six years as assistant to the president of the Long Island Railroad and had then devoted his time to civic interests. He was active in the conservation movement, a trustee of the Metropolitan Museum, the American Museum of Natural History, and the Brooklyn Institute of Arts and Sciences. For the past six years he had been New York State Conservation Commissioner.

Rounds was a member of the Hughes law firm in New York City, and a professor of law at New York University. Woodbridge had been a professor of philosophy at Columbia since 1902, and dean of the Faculties of Political Science, Philosophy, and Pure Science since 1912. No Amherst graduate had a higher standing in the field of university education. Esty was a member of the bar of Worcester, Massachusetts, and had been born and educated in Amherst. His father, William Cole

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The tennis courts and Hitchcock Field



The Observatory



The Indoor Athletic Field

Esty, had graduated from the College in the class of 1860 and had been a member of the Amherst faculty from 1862 until 1905. His brother, Thomas Cushing Esty, '93, was now professor of mathematics, and after serving as acting dean for the year 1920-21 was made dean of the College in 1922. Another brother, Robert P. Esty, '97, was an active and devoted alumnus in Philadelphia.

The Amherst Board included at the opening of the second century a number of trustees of long service, headed by Plimpton, '76, who had joined the Board in 1890 and was now its president. In addition, there were Governor Charles H. Allen, '69, who joined the Board in 1898; Arthur Curtiss James, '89, who had served since 1904; Reverend Cornelius H. Patton, '83, elected in 1905; Frank W. Stearns, '78, elected in 1908; Professor Arthur L. Gillett, '80, the son of a trustee, elected in 1910; Dwight W. Morrow, '95, elected in 1916; Chief Justice Arthur P. Rugg, '83, elected in 1917; and William C. Breed, '93, elected in 1918. Reverend John Timothy Stone, '91, was serving the last year of his term as alumni trustee. It was an uncommonly strong and well balanced Board. The oldest member, Governor Allen, was seventy-three, and I was much the youngest at thirty-eight.

I had not expected to be elected, and had not been present at the Alumni Luncheon when the results of the election were announced. I received the news in a letter from Fred Allis, secretary of the Council. Sometime later, Frank Stearns telephoned me and asked me to call. He said that he planned to call a meeting of the Buildings and Grounds Committee, of which he had been chairman for a number of years, and ask the Committee to elect me as chairman to succeed him. I protested that I had just joined the Board and was unfamiliar with its procedures, but he insisted that he had done his work, and added that he had never learned to read a blueprint. I then urged Stearns to propose George Pratt as chairman, on the ground that Pratt was my senior by a decade, that he would have ample time at his disposal at the close of his term as Commissioner of Conservation of New York, and that his family had always shown a great interest in the development of the Amherst plant and had given liberally to the building program. I said that I would be willing to accept the post of vice-chairman and would do as much work as Pratt wished me to undertake.

Stearns agreed, called a meeting of the Committee, and Pratt and I were elected chairman and vice-chairman. For the next eleven years we worked together as the spearhead of the Committee. Other trustees were members of the Committee but the leadership devolved on Pratt and me. Sometimes he insisted on my taking the chairmanship, sometimes he was chairman, but always we worked together as a team. I

prepared the agenda for the meetings and wrote the reports to be presented to the Board. And I was usually in charge of carrying into execution any projects approved by the Board. The association with Pratt was one of the pleasantest of my years of service on the Buildings and Grounds Committee. His judgment was excellent, his taste sound; he had been interested in the planning of the campus since the days when Norton and he had submitted their proposal for the Fine Arts Commission, headed by Mead. When we began to build, I made a trip to the College almost every month, and sometimes oftener, to follow details. Pratt joined me there whenever I needed him, and was extraordinarily generous in the time and thought he devoted to our problems. His generous gifts of money made possible two projects of first importance from an operating point of view which otherwise would have been delayed indefinitely. Toward the end of his term his health failed and he was unable to take the active part he had before assumed. He died in 1935 at the age of sixty-five.

The other members of the Committee in 1921 were Reverend Cornelius H. Patton, '83, who was then secretary of the American Board of Commissioners for Foreign Missions; Edward T. Esty, '97; and, of course, Frank W. Stearns, '78, who was relinquishing the chairmanship. Both Patton and Esty were men of excellent judgment; Esty had the additional advantage that he had grown up in Amherst and knew the College and the town uncommonly well.

In the booklet, *The Gift of Amherst Sons to Their Alma Mater*, which had been sent to all alumni at the beginning of the Centennial Campaign, various projects were mentioned to which the Gift might be devoted, and the booklet contained the following statement:

"The Trustees, after full conference with the Alumni Council will see that every dollar is made to do its utmost for the Amherst of the Second Hundred Years."

To implement this statement, the Board at the November meeting in 1921 authorized the president of the Board to appoint four trustees to a Joint Committee of Survey "to consider the needs of the College to be met by the Centennial Gift and the priority of such needs," the committee to include four members appointed from the faculty and four from the Alumni Council. The trustee members of the Committee of Survey were the president of the College, and Messrs. Gillett, Morrow, and King. The Executive Committee of the Alumni Council appointed Eugene S. Wilson, '02, Charles A. Andrews, '95, and Fred B. Pratt, '87, with C. A. Terry, '79, as alternate; faculty representatives were Professors Churchill, Fitch, and Gettell.

A number of conferences were held by the Committee on Survey. On the recommendation of the Committee the trustees made the following major appropriations:

\$1,500,000	for endowment for teachers' salaries
100,000	" " " purchase of books
200,000	" " " scholarships
250,000	" " " maintenance of plant

This was a total of \$2,050,000 for endowment.

On October 6, 1922, at a meeting of the Survey Committee held at the University Club in New York, the Committee voted to recommend to the Board that the next \$600,000 available from the Centennial Gift "be used for the physical plant of the College and that the order of the uses of this amount be as follows:

- "1. Such amount as is necessary and is properly chargeable to capital expenditure to put the buildings and grounds in satisfactory condition;
- "2. A unit of Hitchcock Field;
- "3. The gymnasium;
- "4. The church."

The Board referred this recommendation to its Buildings and Grounds Committee "to investigate and report . . . with a detailed program of operations." We held four meetings of the Committee during the winter, studied possible alterations to Johnson Chapel and College Hall, secured sketch plans for Gymnasium and Cage and estimates of cost, studied proposals for changes in the church and secured estimates, and finally reported to the Board that we needed more time for a consideration of the many questions. It was obviously not the time to make any final decisions, and as it turned out, much more time was needed before some of the questions involved in the program could be resolved in a way satisfactory to all parties.

Meanwhile the Board was engaged in a problem of the greatest difficulty, which came to a head at Commencement in 1923. On June 19, the Board told Alexander Meiklejohn that it was inadvisable for him to continue as president of the College, Mr. Meiklejohn tendered his resignation, and it was unanimously accepted. The Board then elected George D. Olds, who had recently retired as dean and professor of mathematics, acting president for one year and president thereafter. The College has never had a president who commanded both the respect and the affection of more alumni than George D. Olds. Born in 1853, he had graduated at the University of Rochester

in 1873. He taught six years at Albany Academy, studied for four years at the Universities of Heidelberg and Berlin, and was professor of mathematics at Rochester for seven years. In 1891 he was called to Amherst as professor of mathematics. From 1910 till 1922 he was dean of the College; in 1920-21 he was acting president during the president's absence in Europe. Most of the alumni since the class of 1895 had been his students. He was approaching his seventieth birthday when he was chosen to head the College as its ninth president. He served until 1927, and died in Amherst on May 10, 1931.

The faculty, which had been divided during the closing years of the previous administration, closed ranks behind the new president. He filled the vacancies caused by resignation, was the leader of a united Board, and had the support of the alumni body. Soon after he became president he asked me to take full responsibility for all matters relating to buildings and grounds. Thereafter the buildings and grounds staff of the College reported directly to me. The proposal was of course unsound in theory, but it worked admirably in practice.

At the same time an informal arrangement developed within the Board and continued throughout the Olds term. Morrow was the dominant member of the Finance Committee, although he preferred not to hold the post of chairman. He was also chairman of the Executive Committee. Woodbridge was chairman of the Instruction Committee of the Board. Morrow, Woodbridge, and I became, in effect, an informal sub-committee of the Executive Committee, working directly with the president. We met frequently, either at Morrow's apartment in New York, or in Amherst, but most of our work was done on the long-distance telephone. The president was able to get immediate action on any problem on which he wished the support of the Board by telephoning any one of us. The one who received the inquiry from the president immediately conferred with his two colleagues by telephone and then called back to the president. The president was saved an immense amount of letter writing and traveling, the arrangement was flexible, and the Board seemed prepared to support any measure on which Morrow, Woodbridge, and I were in agreement. A valuable by-product was that Morrow, Woodbridge, and I came to know the administrative problems of the College more intimately than trustees commonly can know them.

On more than one occasion when we had an hour to spare after our work in Amherst, Morrow asked me to drive Woodbridge and himself to Sunderland. There we would stop at the town library and read the tablet at the entrance, which reads in part, "IN GRATITUDE TO HIM WHO PERMITTED MY BIRTH IN THIS MOST BEAUTIFUL VALLEY." Morrow had
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been born in Huntington, West Virginia, Woodbridge in Windsor, Canada, and I in Troy, New York, but we all returned to the valley of the Connecticut as the spot where our spirits had been awakened. And our visits to Sunderland were an act of piety in which we returned to the sources of our lives and found new strength and refreshment.

In 1919 I had made a brief but comprehensive study and inspection of the college plant with Homer Eaton Keyes of Dartmouth in order that I might make a report to the alumni body in preparation for the campaign for the Centennial Gift. Now I was faced with the far graver problem of recommending action to my colleagues on the Buildings and Grounds Committee, and then to the Board. The president had placed in my hands such responsibility as he had in the premises. The funds at the disposal of the College for the purpose were limited. The essential needs of the institution in the development of its plant would far outrun the funds available. Different groups of alumni had pet projects which they thought deserved priority, and faculty opinion varied widely as to which needs ought to be met first. For the next nine years Amherst was my avocation.

Fortunately there was one project which commanded almost universal assent. That was the completion of Hitchcock Field. The first unit of the Field had been developed a dozen years before as a memorial to the Old Doctor. The Board now authorized us to complete the project. The work was carried through under the professional direction of Herbert J. Kellaway, landscape architect of Boston, who had been selected by Frank Stearns to make the original plans and had supervised the construction of the first unit. Eighteen new tennis courts were now added to the original six, two new ball fields to supplement the one already in existence, and a number of minor improvements. The contractor was James E. Gray Company of Cambridge, and the foreman Peter Robertson. The cost of the new program was about \$85,000 and was charged to the Centennial Gift.

Before starting, however, on our program of construction, the Buildings and Grounds Committee saw clearly that the College must have a superintendent of buildings and grounds who would devote his whole time to the college plant. For a hundred years the plant had been in the charge of the treasurer. The College had had in William Austin Dickinson a treasurer who was interested both in the maintenance of the buildings and in the development of the grounds, and who had both the time and the experience to devote to this necessary aspect of the work. But Dickinson had died in office in 1895, and for nearly a quarter of a century the maintenance staff of the College had reported to Harry W. Kidder, who had neither the time nor the experience.

Kidder had more than enough to do in collecting and disbursing the college funds and in handling its investments under direction of Morrow and his colleagues on the Finance Committee. For the new post we engaged Henry B. Thacher, whom I had selected a few years before to assist the committee in charge of arrangements for the Centennial. We advised the Board that we were engaging him to supervise the construction in progress, and that his salary would be charged to the construction costs and not be a charge on the budget. Thacher's work proved eminently satisfactory. On September 27, 1923, the Executive Committee authorized us to retain Thacher as clerk of construction; the following July 1st he was made superintendent of buildings and grounds, a post which he held for twenty-six years.

Thacher began work under some difficulties. He was assigned desk room in the treasurer's office on the first floor of Walker Hall. The men who reported to him were scattered in the basements of various buildings; his supplies were likewise scattered. It was some years before we were able to correct this condition and centralize all the work of his department. But in spite of these handicaps, Thacher and his secretary, Mrs. Alice Kennedy, who continued in her post until 1950, began to organize the work of the small staff then in the employ of the College. When Hitchcock Field was completed, we retained Peter Robertson, the foreman, as a permanent foreman of the groundsmen of the College, and he continued in this post for most of the remainder of his active life. My own work took me into most of the college buildings, and on one of my early inspection trips I was addressed by name by one of the staff, who said he remembered me as an undergraduate. This began my friendship with Charlie Tillson, which continued until we were both emeriti and the oldest surviving members of the group which worked together to develop the college plant.

The next major project we undertook was also in the field of physical education. In the campaign for the Centennial Gift great emphasis had been placed on Gymnasium and Cage. All of the students participate in the work in physical education, and the physical education facilities had a strong appeal to the majority of the alumni. Only faculty salaries and scholarships seemed to us to make a greater appeal to alumni sentiment, and these had been covered by large grants from the Centennial Gift. Pratt Gymnasium was now forty years old. The methods of physical education had changed radically in the two score years; the College had grown in size; the Gymnasium was becoming inadequate to the needs of the College. In addition, there was strong pressure for an indoor athletic field or Cage. Studies were immediately begun and sketches made by the college architect, McKim, Mead & White.

Various suggestions were urged on our attention: that we build a new gymnasium; that we radically remodel Pratt Gymnasium; that we add a Cage at the southeast corner of Pratt Gymnasium; that we do nothing radical with Pratt Gymnasium but build a Cage at a new location. The physical education faculty were divided in their points of view, and so were the athletically minded alumni. Pratt and I listened to all who wished to present their views. Fortunately we arrived at the same conclusion, though by different routes. Pratt had been an outstanding athlete as an undergraduate; I had never participated in athletics at any time in my life. The Pratt family had been identified with the athletic facilities of the College for forty years and had been large contributors to the Centennial Gift. Diplomacy was required, as well as a balancing of different needs of the College.

We agreed, and we carried our Committee, and later the Board, with us. The formula we presented was to build a Cage, make minor improvements in Pratt Gymnasium, and then determine from future experience what, if anything, further was needed. In addition, we recommended minor improvements in Pratt Field and in Pratt Health Cottage. This program satisfied the Board, the faculty involved, the alumni, and the Pratt family.

The approval of all parties presented to our Buildings and Grounds Committee a second problem which at first seemed more difficult than the first. Where should the new Cage be located? It would be a large building — one hundred and sixty-eight feet square — without architectural ornamentation, and without locker rooms and showers, for we could not afford to provide the large funds necessary for duplicate facilities of this nature. If we built the Cage on the slope below Pratt Gymnasium, we were committed to the maintenance of Pratt, and the huge mass added to Pratt Gymnasium at one corner of the campus would be unsound architecturally. If we selected another location, we were, in effect, committing the College to a new gymnasium at some time in the future, and in the meantime there would be the great inconvenience of no locker rooms or shower facilities in the Cage.

We spent a year in study of the problem. We tramped over the campus again and again. Each trustee felt competent to criticise any specific suggestion, and no location met all criticism. Finally we recommended the present location, and the Board approved. Now that the Alumni Gymnasium, the Davenport Squash Building, the Harold I. Pratt Pool, the Memorial Field and the War Memorial are all completed, the College has a composition that is unsurpassed, as far as I know. But at the time it took faith to see what might ultimately be developed.

Once the question of location was settled, the planning and construction of the Cage presented no serious problems. Detailed plans were drawn by McKim, Mead & White, bids were taken, and the contract let to Casper Ranger Company of Holyoke. The stone house, known as the Tuckerman house, then standing at the site, was taken down. The Cage was completed in 1925, at a total cost of about \$178,000.

As I look back over the records of the Buildings and Grounds Committee at this period, I note that McKim, Mead & White were represented in their dealings with the College by Burt Fenner of the firm and by James Kellum Smith, '15, who was later to become the architect for the College. The latter, for example, seems to have been active in plans for the Cage, for remodeling Appleton, for remodeling Johnson Chapel, all of which were later carried through, as well as for sketches of changes in Morgan Library to make it into an administration building, which were laid on the table.

Meanwhile the Committee was engaged in extensive alterations and improvements in the Chapel, College Hall, Pratt Field, and the Observatory, at a cost of about \$38,000; in extensive changes in the President's house at a cost of some \$43,000; and in changes in the Physics Laboratory, which were estimated to cost about \$31,000. Plans were drawn for the enlargement of Johnson Chapel, but these were laid on the table by the Board. Plans for the remodeling of the College Church, which had been prepared by Allen & Collens, Boston architects, at the request of Dr. Fitch in the previous administration, were placed in the files without action, and the College paid the bill of the architects. Some of the Board were in favor of tearing down the Octagon, and the question was discussed at length. My own view was that we could not afford to reduce our classroom space at a time when we were rapidly reaching a point where we would be short of classroom facilities, and, in addition, I urged that the building represented a turning point in the history of the College and ought to be kept for reasons of piety. The Board deferred action.

Morrow proposed a broad mall approaching the College from the west, which would involve the widening of Walnut Street, the removal of several dwelling houses owned by the College, new planting, and the future extension of the mall to Northampton Road through property not then owned by the College. Sketch plans were made of the proposal, and Woodbridge named the project *Via Morrow*. No action was taken, as the College had more pressing needs which required all the funds available.

The next major project to engage the study of the Committee was a Central Heating Plant. This had been recommended early in the
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century by President Harris, but no funds were available and no action was taken. Our Committee began a study of the problem immediately and made a preliminary report to the Board early in 1924, suggesting that the cost would be in the neighborhood of \$150,000 to \$190,000. As the Survey Committee was pressing us for action on a gymnasium or cage, which would have alumni appeal, we were forced to defer action, but we continued our studies.

The college buildings in the early days were heated by stoves in the recitation rooms, which burned chestnut wood, as we have seen, and the students' rooms in the old dormitories were heated by fireplaces until the decade of the 1890's, when steam heat was introduced. In 1923 each college building had its own furnace, with the exception of Appleton, which was unheated, and one or two others which were heated from nearby buildings. There were, in fact, twelve heating plants serving sixteen buildings. Anthracite coal was bought locally at the retail price; furnaces were tended by the janitors; and when ashes were removed, the dust drifted up through the building. If a new building was to be built, a new furnace was bought and installed. Gradually, our coal purchases increased, and they now were seventeen hundred tons a year, but we still bought at the retail price. Both Pratt and I knew that we ought to have a central heating plant, and that we ought to build it before the College was further enlarged and new buildings added. But we must persuade our colleagues.

I then invited the chief engineer of International Shoe Company, with which I was associated, to come to the College as my guest and make a report. The purchasing agent of the company made me a report on the cost of buying coal at the mine on specification, and having it delivered in carload lots on a railroad siding beside a proposed heating plant on the campus. These reports were rendered, of course, without cost to the College.

The question of site was not difficult. The campus was bounded on the south by the tracks of the Massachusetts Central Division of the Boston & Maine Railroad, and on the east by the tracks of the Central Vermont, which ran from tidewater at New London to the Canadian border. Either road would gladly build us a siding in order to get the business. But a heating plant on the Boston & Maine would spoil the magnificent vista to the Holyoke hills, while a building at the extreme northeast corner of the campus beside the Central Vermont would be relatively unobjectionable. Furthermore, the local coal dealers had their own sidings on the Central Vermont and their coal pockets were already something of an eyesore in the view to the east. I then consulted Hollis French and Allen Hubbard, the leading heating engineers

in Boston, who were consultants for International Shoe Company, and obtained a report from them without cost to the College.

Our Committee was now in agreement, except for the source from which the necessary funds could be secured. The initial outlay would be about \$150,000. At this point George Pratt presented one of the most generous offers the College was to receive. He said, in effect, that if the Board would authorize us to proceed, he would give \$75,000 toward the project. Mortimer L. Schiff, '96, added a gift of \$5,000. The Board approved our recommendation, when these gifts were announced.

Pratt's brothers had given smaller amounts and had their names attached to a gymnasium and a beautiful athletic field. There is no sentiment, there is no beauty, in a heating plant, with its connecting system of conduits. George Pratt by this gift made possible an addition which was to make more effective all the buildings on the campus and all that might subsequently be built. It was a generous act, and one characteristic of George Pratt.

McKim, Mead & White prepared plans for a heating plant in three units, and a contract for the first unit was at once let to Lowell Whipple Company of Worcester. The engineering plans were drawn by Tenney & Ohmes of New York. The heating plant was installed by Holyoke Valve & Hydrant Company of Holyoke. The plant was completed in 1925 at a cost of about \$150,000. The balance above the gifts was charged to the Centennial Gift. The steam generated in the plant was carried to the buildings by underground conduits, which was then the accepted practice. Our engineers, in response to my inquiry as to the probable length of useful life of the conduit system, replied about twenty years.

As the heating plant neared completion, our Committee was faced with another problem, this one in the field of diplomacy in the relations of town and gown. As Pratt had made the gift which made possible the plant, I undertook to deal with the problem. The College had bought its coal from C. R. Elder of Amherst, and was doubtless his largest customer. Elder was a selectman, a director of the First National Bank in town, and the principal operating officer of the local water company. We met to discuss the question. I told Elder how much we appreciated the service he had rendered for many years, but that as I was acting for the College, I must buy in the lowest market. He urged the problem of unloading cars of coal in midwinter when the coal was frozen. I then said that we did not wish to bargain with a friend. Instead, I urged that he write me a letter naming the lowest price he could afford to accept, and I would either accept or reject. When I

received his letter, I was forced to reply that we could do better in buying at the mines and unloading our own cars. This we have done ever since.

In the course of these negotiations I found that we owned a small tract of land east of the Central Vermont tracks which Elder would like to acquire. We made a trade: our tract to go to him in return for a piece of his land which we could use, and, in addition, an agreement from him that he would make no repair to the tall coal pocket of his which was in our view. When repairs were needed, he would take it down and erect it farther to the north. The Board approved, and my colleagues were delighted when Elder took down the pocket.

In 1926 we added the second unit to the heating plant at a cost of about \$110,000, which was charged to the Centennial Gift. No further boiler capacity has been needed up to the present.

I have said that the College needed more classroom space. Our Committee pointed out to the Board that the least expensive way to provide additional space was to remodel Appleton and heat it. Plans were prepared by McKim, Mead & White, and the work was done by Casper Ranger Company of Holyoke. The cost was about \$105,000. Appleton Cabinet had been a two-story building (without heat) for the exhibition of scientific collections. Now it became Appleton Hall, three stories installed in the space occupied by two, heated and ventilated, with large lecture rooms and small classrooms and faculty offices. The work was completed in 1925.

The College had always been short of dormitory space, except for a few years after East College was taken down. It had North and South and Morris Pratt Memorial. In 1925 Morrow discussed the matter with the president and me. Mrs. Morrow and he then offered the College a gift of \$200,000 toward a new dormitory. Morrow and I agreed, after consultation with McKim, Mead & White, on a location just east of Morris Pratt Memorial Dormitory, and the Board approved. At Morrow's suggestion, which was endorsed by the president, it was decided to make Morrow Hall a dormitory with single rooms instead of suites. The president wished to try the experiment of a college cafeteria on a small scale, and provision was made for this on the ground floor. The plans were drawn by McKim, Mead & White, and the contract was let to Casper Ranger Company. The kitchen equipment was bought, at the suggestion of Fred Allis, from Bramhall, Deane Co. of New York of which his classmate, Edward Bramhall Brooks, was president. Brooks made a gift to the College of \$4,000, which covered the cost of most of the equipment. A contract was made with L. G. Treadway of Williamstown to operate the cafeteria on a cost basis,

without profit to him or to the College. Morrow Hall was completed in 1926 at a cost of about \$253,000. This included standard furniture in all student rooms, a new departure for the College, at a cost of about \$10,000.

The membership of the Buildings and Grounds Committee had been modified by the Board, and William C. Breed, '93, of the New York bar had been added to the Committee in place of Esty, '97, who was doing a large amount of work as counsel to the Board. Breed was vigorous and persuasive and had a large fund of common sense. But his large professional practice in New York engrossed his time and he was unable to devote a large amount of time to the work of the Committee.

Another important building operation was carried through at about this time, though not directly by the College. Both the alumni and the Board had long felt the need of an Inn. It was needed to house alumni returning from time to time during the college year, to accommodate the parents of undergraduates, and to provide facilities for meals. The Board did not consider the erection and operation of an Inn a proper function of the College itself and referred the matter to the Alumni Council. A committee of the Council had had the matter under study and discussion for some time without tangible result. Two different sites were urged for the proposed Inn, one the location at the corner of Boltwood Avenue and Spring Street, on which the Inn now stands, and the other the Mount Doma property south of the Massachusetts Central Railroad, which had been bought privately by Mortimer L. Schiff for \$10,000, placed in Plimpton's name, and later given to the College. Plimpton and Schiff and many others favored the Mount Doma location, but others felt that it was too far out of town and would require the use of taxicabs or private cars for guests.

Meanwhile, a group of alumni privately bought the corner site on Boltwood Avenue and Spring Street for about \$25,000 and held it for the benefit of the Inn, if it should be erected there. Both sites were therefore available. Finally, Ernest M. Whitcomb, '04, took the lead in the matter and with a committee of alumni brought the Lord Jefferey Inn into being. Whitcomb and I were classmates. His father had been one of the most influential trustees of the College for many years, and for a few years, beginning in 1895, had acted as treasurer. Ernest had spent some years in New York in the banking business, and had then returned to Amherst, bought an interest in the First National Bank of Amherst, and was now its president. He had been active in the organization of the Alumni Council and in the development of the *Amherst Graduates' Quarterly*, he had a wide acquaintance [176]

among the alumni, and the reputation of completing any project he undertook.

Whitcomb organized the Amherst Inn Company as a Massachusetts corporation. The first Board of Directors included Arthur Curtiss James, '89, George D. Pratt, '93, Mortimer L. Schiff, '96, Edward S. Whitney, '90, and Whitcomb. Common stock in the company was sold at its par value of \$100 per share to alumni and to businessmen in the town. The alumni purchased 2578 shares, and 270 shares were bought by citizens of the town not alumni. This gave the Inn Company a capital of \$284,800. The College made a loan to the Inn Company of \$100,000 secured by a first mortgage at 5%, later reduced to 3% by the trustees.

The cost of the Inn property was as follows:

Land	\$ 28,452.82
Building	296,585.39
Equipment and furnishing	42,539.39
Linen	11,212.62
Total	<u>\$378,790.22</u>

The Building Committee consisted of Whitcomb, chairman, Frederick S. Allis, '93, H. A. Cushing, '91, E. S. Whitney, '90, C. R. Elder, representing the local stockholders; and I was named to represent the trustees of the College. The architect was Allen H. Cox of Putnam & Cox, Boston. Whitcomb early retained L. G. Treadway, manager of various New England inns, as manager, and Treadway's advice was of great value in the drafting of plans for the Inn.

The Inn was the recipient of a number of gifts from alumni. Special mention should be made of the following:

The Plimpton Collection of French and Indian War Items. Presented to Amherst College by George A. Plimpton, '76, with the request that they be exhibited at the Lord Jeffery Inn: maps, etchings, letters, pages from old newspapers, military forms; a considerable part of the collection deals with the activities of General Jeffery Amherst. (See printed catalogue prepared by J. C. Long, '14, and published by the College in 1934.)

James Turner Gifts. Mr. Turner was a constant donor to the Inn. He gave the furniture in the private dining room, rugs, money, and many other evidences of his deep interest in the success of the Lord Jeffery.

The Babbott Gifts. All of the paintings and silver in the main dining room are the gift of Frank L. Babbott, '78. Mr. Babbott's devotion to the Inn was such that he stipulated that he should have the exclusive right to furnish the dining room.

Gifts of E. S. Whitney, '90. Mr. Whitney gave antique clocks and antique silver which are displayed in the public rooms.

Fireplace. It was the desire of the Building Committee that the main fireplace in the living room be of Pelham granite. This was not obtainable commercially. The Pelham granite for the fireplace is the gift of Stanley King, '03.

The Inn was built in 1925-26 and opened on June 3, 1926 as the Lord Jeffery Inn. Later the Inn Company purchased several parcels in the immediate neighborhood as follows:

Genung property	\$13,417
Smith property	12,860
39 Churchill Street	7,750
37 Spring Street	15,401
37 Spring Street furnishings	<u>1,586</u>
Total	\$51,015

In 1944 L. G. Treadway retired as general manager, and in the same year Whitcomb retired as treasurer and director and was succeeded by Paul D. Weathers, treasurer of the College. The present directors are Frederick S. Fales, '96, Richard H. Gregory, '98, Paul D. Weathers, '15, Fred H. Hawley, president of the Amherst Savings Bank, and myself.

The College has received from time to time gifts and bequests of stock in the Inn Company (the largest being the gift of \$25,000 par value given to the College by the Pratt brothers), and is now the largest stockholder, although it holds less than a majority. The first mortgage, held by the College, has been reduced to \$70,000. The stock has never paid dividends.

In 1926 the College replaced the ancient fence around Pratt Field, which had fallen into serious disrepair, with the present modern iron fence. And through generous gifts of \$10,000 from George Pratt and \$5,000 from Herbert L. Pratt, '95, we were able to add the handsome ornamental iron gates and the appropriate structures for the sale of tickets that now grace both the main entrance to the field and the automobile entrance from Northampton Road. McKim, Mead & White were the architects and Lowell Whipple Company of Worcester the contractors. The cost was \$15,967.

Pratt and Schiff, in making their gifts for the central heating plant, had requested that the gifts be credited to the Centennial Fund. The Pratt brothers, in making their gift of \$25,000 for the purchase of stock in the Inn, had made a similar request. And the gifts of George Pratt

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of \$10,000 and of Harold I. Pratt of \$5,000 for the ornamental gateways to Pratt Field had carried the same request. In reviewing the appropriations previously made by the Board from the Centennial Gift, it was clear that they must be modified to meet the new situation created by these later gifts. The matter came before the Board at the Commencement meeting in June 1926. I had held a meeting of the Joint Survey Committee earlier and presented a comprehensive account of appropriations from the Centennial Gift and of expenditures under these appropriations. The Joint Survey Committee had then approved certain modifications which I had recommended. A carefully drawn resolution was prepared for and submitted to the Board, embodying these amendments to its previous action, and was adopted by the Board. This resolution appears in full in the Appendix. In substance, the revised dispositions now finally made of the proceeds of the Centennial Gift were as follows:

1. Addition to Endowment

Teachers' salaries	\$1,600,000	
Scholarships	200,000	
Books	100,000	
Plant maintenance	100,000	\$2,000,000.00
2. Improvement to Physical Plant		820,889.80
3. Purchase of Inn Company stock		25,000.00
4. Expenses of Centennial Gift and Celebration		84,384.63
		<u>\$2,930,274.43</u>

The Board voted further that any additional collections made from the Centennial Gift be expended for the improvement of the physical plant of the College, and that the Centennial Gift account be closed.

The *Report of the Finance Committee of 1924*, which was printed and mailed to all the alumni, contained an accounting of the expenditures from the Centennial Gift up to that time. No further report has ever been made to the alumni as a whole. In view of the obvious fact that the Centennial Fund came from the alumni body — from, in fact, over four thousand individual alumni — I have presented the full details in the form in which they were presented to the Board and accepted by them. No words of mine can adequately convey to the alumni what the specific expenditures for the improvement of the plant have meant in the life of the College in the nearly thirty years which have passed since the funds were pledged.

In the autumn of 1926 the Board and the alumni were saddened by the announcement of President Olds that he felt it necessary to retire at the close of the year. We all knew how much he had accomplished in the brief span of four years. He had assumed the office when he was

seventy, at a time of crisis in the affairs of the institution he loved and to which he had devoted most of his active life. Now he was ready to turn over the symbols of office to a successor, who would assume the leadership of a united college faculty and alumni body.

The Board appointed Morrow, Woodbridge, and me to the committee to nominate a new president. Woodbridge and I met privately and agreed that Morrow was the perfect choice for the College at this time if he could be persuaded to accept the office. We then polled the Board informally by letter and found, as we expected, that the Board was unanimous in this opinion. Then we made formal tender of the nomination to Morrow. I suggested that if he would accept, he might call Woodbridge from his chair in Columbia to the chairmanship of the Department of Philosophy in Amherst. And as I knew that there were many duties of the president's office that Morrow would find irksome, I offered, if he accepted, to move to Amherst and undertake to handle any problems he wished to pass on to me, without title or salary. Morrow took a full month to consider the matter. He had already declined the presidency of a great university. But Amherst was his alma mater and he had a deep affection for it. In his younger life he felt that his highest ambition was to become president of Amherst, and he had said as much to Dean Kirchwey of Columbia Law School a score of years earlier. But after mature reflection Morrow declined.

At the Commencement meeting of the Board in 1927 Arthur Stanley Pease was elected the tenth president of the College. Pease was a graduate of Harvard in the class of 1902 and a classical scholar of great distinction; he had been Moore Professor of Latin at Amherst for three years. Pease asked me to continue my relationship to the Department of Buildings and Grounds and my responsibilities in this field, and I agreed to do so.

On the retirement of Olds, the alumni raised a special fund to build a home for Mr. and Mrs. Olds on college property, the site to be selected by the Olds. They chose the corner of Woodside Avenue and Hitchcock Road opposite the entrance to Pratt Field. The house was designed by Allen Cox of Putnam & Cox and the contractor was Casper Ranger Construction Company of Holyoke. The cost was about \$31,000. The landscaping was done under the direction of Harold H. Blossom, '02, of Boston. The house was completed in the autumn of 1928.

Important changes in the Board were taking place. Morrow resigned from the Morgan firm in 1927 to accept the appointment of Ambassador to Mexico. The appointment kept him out of the country and he relinquished most of his Amherst responsibilities except for the super-
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Morrow Dormitory



The Lord Jeffery Inn



Amherst House at Doshisha University

vision of the portfolio. Woodbridge became chairman of the Executive Committee and held the post until 1931, when he went to Berlin as Theodore Roosevelt Professor at the University of Berlin. My own term as alumni trustee was expiring at this time and I was not eligible to reelection by the alumni. Woodbridge thereupon, without consultation with me, resigned his membership on the life Board and nominated me as his successor. I was elected and assumed the chairmanship of the Executive Committee for the year that Woodbridge was abroad.

In 1927 Alfred E. Stearns, '94, was elected alumni trustee; in 1928 Louis G. Caldwell, '13, and in 1929 Robert W. Maynard, '02. All three men were destined to play important roles in the affairs of the College; Stearns and Maynard later became life trustees, and Stearns later succeeded Plimpton as chairman of the Board.

In 1925-26 I acted as chairman of the Buildings and Grounds Committee at the request of Pratt. On January 13, 1926, we presented a comprehensive report to the Board covering our numerous projects and recommendations for future action. At the conclusion of the report we said, "Your Committee agrees with the President that the most pressing need of the College in physical equipment today is a new chemical laboratory which should probably be placed between the Morrow Dormitory and the Fayerweather Laboratory on the north side of the college property, running east and west and forming a side of a new quadrangle. The existing quarters of the Chemistry Department will be required in a comparatively few years by the Physics Department and the Department of Astronomy. Either the Executive Committee or the Finance Committee of the College should consider ways and means of securing the necessary funds for meeting this situation."

Earlier in the century Fayerweather Laboratory had been entirely adequate for both departments. But great developments had taken place in both fields, we had a strong faculty in each science, more students were electing the subjects, and the College itself was growing in total enrollment. It was clear that something must be done to meet the situation. And our studies indicated that if we were to have a new building, it should be for chemistry.

At the same time, as I have pointed out in my *History of the Endowment of Amherst College*, Plimpton and others on the Board were endeavoring to secure a number of endowed professorships of \$160,000 each, which would pay a stipend of \$8,000 per annum. Plimpton and I had hoped to interest Mrs. William H. Moore, widow of a member of the class of 1871, in the gift of such a professorship in memory of her late husband, who had died in 1923. William H. Moore had been an

uncommonly successful lawyer and financier. Born in Utica, New York, in 1848, he had attended Amherst for three years, studied law, been admitted to the Wisconsin bar, and then settled in Chicago, where he made a specialty of corporation law. With his brother he formed the four great corporations known as the "Moore group," with combined capital of \$187,000,000, all later absorbed into the United States Steel Company. He also promoted other large corporations, including the Diamond Match Company, National Biscuit Company, American Tin Plate Company, American Steel Hoop Company, and many others. He became chairman of the Board of National Biscuit, and director of the First National Bank of New York and of many other corporations.

Although he had attended Amherst only three years, the Board had awarded him the degree of B.A., *extra ordinem*, in 1905. This practice was still in vogue in Amherst and in the other older colleges. Later the colleges agreed to award the Bachelor's degree only for the completion of the undergraduate course.

The Moores and the Plimptons had long had a pleasant acquaintance, and the Plimptons were in the habit of giving a dinner each winter for Mrs. Moore, who of course returned the courtesy. Each summer the Plimptons would call on Mrs. Moore at Pride's Crossing. No mention had been made of Amherst. Then Plimpton suggested to Mrs. Moore that she might like to give a professorship of \$160,000 to the College in memory of her husband.

She replied, "I have no interest whatever in giving a professorship, Mr. Plimpton, and my husband would not have been interested in having such a memorial in his name." Plimpton was very much disconcerted by this decisive answer, and showed it, but said nothing for a moment.

Then Mrs. Moore, having let her statement sink in, went on, "Wouldn't the College like a building as a memorial to my husband?" Plimpton agreed at once.

"What kind of building, Mr. Plimpton?" continued his hostess. He replied that he would have to consult Stanley King. We consulted, and on his next call he suggested a chemistry laboratory. She said that would interest her and suggested that he consult Mr. Mead and have sketches made.

On his next visit, Plimpton reported to Mrs. Moore that he had seen Mead, who had had preliminary sketches made. "But a chemistry building," said Plimpton, "will cost much more than a professorship. Mead estimates that it will cost at least \$350,000."

"My two sons and I will be delighted to give a chemistry building,"

replied Mrs. Moore without hesitation. "Please tell Mr. Mead to go right ahead and build a chemistry building in memory of my husband, whom of course he knew."

The Board immediately gave its approval, the location was approved, McKim, Mead & White prepared plans as rapidly as possible, and construction of the new chemistry laboratory was begun in the autumn of 1928 before the detailed drawings and specifications were completed. The contractor was the Casper Ranger Company of Holyoke, the engineers Tenney & Ohmes of New York. The landscape architect was Herbert J. Kellaway of Boston.

McKim, Mead & White assigned the preparation of the plans to James Kellum Smith, who had recently been admitted to the firm. Smith was a graduate of Amherst in the class of 1915, studied at the University of Pennsylvania, won the Prix de Rome competition, and studied at the American Academy of Classical Studies in Rome, where he had come to the attention of Mead, who was president of the Academy. On his return to this country J. K. Smith had entered the office of McKim, Mead & White. Now a partner, he was to make the plans and supervise the construction of his first building for his alma mater.

For the Chemistry Department Professor Howard W. Doughty took the laboring oar, and for the next year he devoted a large part of his time and energy to the detailed and sometimes difficult problems involved in the planning and erection of the building.

Mrs. King and I had planned an extended trip around the world that winter and were to leave the country directly after the presidential election on a steamer for the Orient. My colleague, George Pratt, was to be available and generously agreed to assume the responsibility for the Committee in overseeing the construction of the building. He knew the Moores, he knew the architects, and neither he nor I realized the problems that would develop in the construction of a building as complicated as a chemistry laboratory, particularly when construction was started before the completion of detailed working drawings and specifications. All of the omens were favorable in November and work was making sound progress when Mrs. King and I left for San Francisco. I was out of touch with the program until we landed in New York the following spring. I called on Pratt before we went on to our home in Boston.

There I heard the complex story. First, the building was costing more than the estimate of \$350,000 made by Mr. Mead before plans were begun. The architects now thought the building would cost \$450,000. When this had been communicated to Mr. Plimpton, he had

insisted that Mr. Mead himself break the news to Mrs. Moore. Mr. Mead had called on Mrs. Moore and given her the bad news. She had not been disturbed. She told Mr. Mead she had never fixed a sum for the gift — that she was giving a building; he had fixed the sum, and if it was too low, he would of course revise it upward as he had done; he was to proceed to finish the building. The cost of \$450,000 was satisfactory to her. Her understanding and her generosity had of course heartened everybody.

But there were other problems, intricate and involving decisions by the representative of the Board on questions in dispute between Professor Doughty and the architects, between architect and contractor, and between Professor Doughty and the contractor. Mr. Pratt had tried to settle these by correspondence and had not been successful. Relations were seriously strained. The ensuing correspondence filled a big folder which Pratt showed me; and the longer and more involved the letters on the three sides of each question became, the more difficult became the role of the representative of the Board with whom lay the final decision. Part of the difficulty was in the fact that the professor knew exactly what materials were necessary to withstand the chemical reactions of the experiments which would be carried on, and neither Pratt nor architect nor contractor was a chemist. The professor seemed to the laymen too dogmatic and his requirements too expensive. For drain pipes from the numerous sinks, for example, he insisted on a special rather expensive material, on the ground that the conventional drain pipes would be quickly eaten away by the chemicals which would go down the drains. And Pratt felt too that the professor was becoming perhaps too uncompromising in his replies to a trustee, without realizing that in matters of chemistry the professor was dealing with some matters that were not subject to compromise. In short, I found a very unhappy trustee who did not quite know what the next step was.

When I offered to take the entire file and settle all questions at issue, Pratt was much relieved — though he cautioned me to keep the file and return it to him as a matter of record. Happily, he never saw the file again. As soon as Mrs. King and I had returned to Boston and unpacked, I called a meeting in Amherst of architect, contractor, and professor. We met all day. I never opened the file of correspondence. I asked the architect to bring up in order all unsettled questions. On each question I listened to all parties. Perhaps fortunately, I had never had a course in chemistry. I accepted the professor's word as final on all technical questions in his field. All parties were eager for a settlement of disputed points. An oral discussion of each point threw more light on the exact issue than pages of correspondence. Many

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questions could be compromised. And I was accustomed to assuming the responsibility for making decisions for the Board.

But one point became clear to me which Pratt and I had not discussed. If we were to complete the building within the figure of \$450,000, we must make some savings somewhere. I knew how to make them and made my plans to do so. But I telephoned Mr. Plimpton a summary of the present position. He called on Mrs. Moore and told her that I had taken over and would continue in charge to completion. She asked whether I had the idea that I must complete the building within the figure of \$450,000 which Mr. Mead had given her. Mr. Plimpton said that was my intention. Mrs. Moore replied, "Tell Stanley King that I have never set a figure. I am giving a building and I want it completed. But I want it to be up to the highest standard in every respect even if the costs run above Mr. Mead's figure." Mr. Plimpton telephoned me her message and we cancelled our plans for savings to bring the total cost within the Mead figure. The building was completed and equipped at a final cost of about \$480,000.

We planned a formal dedication for October, 1929. We sent out invitations to our sister colleges. Mrs. Moore and the Plimptons were to be house guests of President and Mrs. Pease. George Pratt and his wife were to be hosts at the Lord Jeffery Inn to one of the sons and his wife, and my wife and I were to be hosts to the other. We spent the morning in an inspection of the campus. At noon one of the sons was called to the telephone for a long distance call from New York. The stock market had broken and prices were plummeting; there seemed to be no bottom; it was panic. But the Moores did not seem unduly disturbed. We went on with our plans.

That noon Mrs. Moore sent for her sons to meet her in her room at the president's house. Mr. Plimpton waited in the drawing room with some anxiety. When Mrs. Moore came downstairs, she told Mr. Plimpton that she had just realized what a disservice they had done to the College. Her husband had been a close friend of Andrew Carnegie and had often told Carnegie that in giving libraries to small towns and cities all over the country he had saddled on each community a building which was not self-supporting but would require the community to pay a substantial sum each year for heating and care and maintenance. This, she realized now, was just what she and her sons had done in giving this laboratory to Amherst in memory of her husband. She had therefore asked her sons to join with her in giving the College an additional quarter of a million dollars to endow the building. Mr. Plimpton expressed his deep appreciation, telephoned me the good news in confidence, and at the formal exercises of dedication in the afternoon

made public announcement of the additional gift of the Moores to the College. The Moore Laboratory of Chemistry is a magnificent memorial to a loyal son of Amherst, which the College might never have received had it not been for the active efforts of Mr. Plimpton, who never interrupted his quiet and persistent search for new gifts for his alma mater.

Meanwhile the Committee was studying the need for centralizing the work of the Buildings and Grounds staff as well as its equipment. The College had motorized its snowplows, lawnmowers, and delivery trucks, and needed a garage and machine repair shop. It also was sorely in need of a service building to house its carpenter shop, plumbing shop, paint shop, and all the necessary operating supplies in a central store. When I had completed my studies for garage and machine repair shop and had in hand sketch plans and cost estimates, I called a meeting in Amherst of the Buildings and Grounds Committee to consider the matter. Just as the meeting was to begin, Pratt called me on the long distance telephone to say that he had been detained in New York. He then added that he had read my report and would make a gift of the garage project. It was another example of his imaginative generosity. I knew of no one else who would give a garage.

The building was built at the northeast corner of the campus beside the central heating plant in the autumn of 1929. The contractor was Casper Ranger Company, and the cost \$11,400. Within a month from the completion of the building, the College received Pratt's check covering the entire cost.

In 1932 we were able to persuade the Board to use college funds for the erection of a Service Building. It was designed by Henry Thacher, our superintendent, and the design was then submitted to McKim, Mead & White for revision. Fred T. Ley & Co. of Springfield and New York were the contractors. The cost was \$30,824.

In the winter of 1931-32 President Pease received a call to a professorship of Latin at Harvard, his alma mater, and the Board accepted his resignation with regret. In April, 1932, I was elected the eleventh president of the College.

Another project that developed during this decade was the erection of an Amherst building on the campus of Doshisha University in Kyoto, Japan. Joseph Hardy Neesima, a young Japanese of good family, had escaped from Japan on a sailing ship at a time when it was an offense punishable by death for a Japanese to leave his country without the permission of his government. After various vicissitudes he landed on the Massachusetts coast and was turned over to the owner of the sailing vessel on which he landed. The owner, Alpheus Hardy,

sent the young man first to Phillips Academy at Andover and then to Amherst, where Neesima graduated in the class of 1870. After four years at Andover Theological Seminary Neesima returned to Japan as a missionary for the American Board of Commissioners for Foreign Missions. There he founded Doshisha College, later to become Doshisha University, in Kyoto. The college was at first supported by the American Board and was under its jurisdiction. Later the government of Japan required all colleges and universities to be operated under Boards made up of Japanese, and Doshisha became an independent Japanese University, though it still retained the active interest of the American Board. In 1899 Amherst conferred its degree of Doctor of Laws on Neesima. A year later he died. His portrait has hung for many years in Johnson Chapel just to the right of the pulpit.

The connection between Amherst and the American Board had long been close. The College was founded, as we know, by the Orthodox Congregationalists who feared the effect of the defection of Harvard to Unitarianism. Up to 1863, about sixty-three graduates of Amherst had become missionaries in the foreign field. This was a ratio twice that of Williams College and five times that of Dartmouth. They had gone to India, Siam, China, the Sandwich Islands, Liberia, Syria, Sumatra, Persia, Turkey, Patagonia, Mesopotamia, South Africa for work among the Zulus, Trebizond, Tocat, West Africa, Ceylon, Armenia, and Greece; and later of course to Japan.

And so it is not surprising to find in the minutes of the Amherst Board in 1915 a proposal that Amherst provide \$1,000 a year to send regularly to Doshisha a young graduate to teach at that University. The proposal was referred to the Instruction Committee, which made no report on the matter to the Board. In 1919, the Board received a communication from Reverend Alden Clark, '00, who had himself spent a large part of his life as a missionary in India and was now associated with the American Board, suggesting that in connection with the Centennial Gift about to be raised, the College set aside \$40,000 for the erection of a Neesima Building on the Doshisha campus, and \$10,000 for its endowment; that the College maintain a young graduate in residence on the Doshisha campus, paying his salary and traveling expenses; and that the College, in addition, provide a scholarship for a Japanese student at Doshisha so that he might spend the last two years of his course in Amherst. This would have meant a total capital investment of about \$100,000 in the Doshisha project. The Board referred the matter to the Alumni Council, where it died.

But Alden Clark was not daunted. In 1922 he persuaded the undergraduates to raise a fund through their Christian Association drive to

send a young graduate to Japan, and Stewart B. Nichols, of the class of 1922, went out for a two-year assignment to Doshisha. He was eminently successful. Toward the end of his term he sent a proposal to the Amherst Board of Trustees entitled "Amherst in Japan," suggesting the erection on the Doshisha campus of an Amherst-Neesima Memorial Building to serve as a center for the work and influence of the Amherst representative, as well as a social and recreational center. This communication was referred by the Board to a committee consisting of Frank L. Babbott, chairman, Lucius R. Eastman, Cornelius H. Patton, and Arthur C. James. Babbott declined the chairmanship; James was interested. No active steps were taken. James had already given a building to Doshisha and Plimpton had given another building to the university. Patton was an officer of the American Board senior to Alden Clark.

Unhappily, Stewart Nichols died not long after his return to the United States, ending a life that had great promise. In June 1927 Patton reported to the Executive Committee of the Amherst Board that Nichols' family were prepared to give \$25,000 toward an Amherst building on the Doshisha campus. A year later Mrs. Nichols put this offer in writing and it was submitted to the Board. It was referred to a committee composed of Plimpton, James, and Patton.

In 1928 Mrs. King and I sailed for Japan on the first lap of our trip around the world. Doshisha made a profound impression on both of us. We met the president, several members of the Board (including the chairman of their Committee on Buildings and Grounds), Miss Denton, Professor E. S. Cobb, of the Amherst class of 1900 and brother of Charles Cobb of the Amherst faculty, and were entertained by a group of students under the leadership of the Amherst representative on the campus at the time, Harold W. Moseley, '28. I have never seen before or since such eagerness for learning as I saw among those Japanese students. Doshisha University was relatively poor in endowment, in buildings, in equipment; but there was a devotion to learning and an eagerness that was contagious. On my return I persuaded my father and mother to join me in presenting a dormitory to the University in memory of my sister. It was a simple building in the Japanese style; unhappily, it was destroyed some years later by an earthquake which shook Japan.

When my wife and I returned to this country, I reported to the Board informally on our visit to Doshisha. Meanwhile James had offered to match the gift of \$25,000 of Mr. and Mrs. Nichols, provided a fund was raised and a building built on the Doshisha campus. The Board asked me informally to accept the chairmanship of a fund-raising [188]

committee of alumni, and I declined. I agreed, however, to serve on such a committee to solicit gifts from alumni who were in a position to give substantial amounts, and to handle the problem of architect, relations with the Doshisha Board, building contract, and transfer of funds. A committee was appointed by the Alumni Council under the chairmanship of Reverend Theodore A. Greene, '13, of New Britain, Connecticut, and a campaign was undertaken to raise the necessary funds. In 1930 the treasurer of the College reported the receipt of gifts of over \$30,000, in addition to the \$50,000 given by Mr. and Mrs. Nichols and James.

I remember particularly my calls on Mortimer Schiff, '96, and Herbert L. Pratt, '95. Both men had worldwide business contacts, Schiff as a partner in the banking firm of Kuhn, Loeb & Co., and Pratt as executive of Standard Oil Company of New York; both were generous, both were devoted to Amherst. I called first on Schiff. He listened to my story and asked me only one question. Was Doshisha University an institution engaged in proselytizing for Christianity? I said no; it was an educational institution; its president was a Christian and many of its trustees were Christians. He nodded and said he would give \$5,000. I walked a few blocks and called on Pratt. He asked the same question, and I gave the same answer. He said that under those conditions he would not give a cent. He had hoped, he said, for the opposite answer, in which case he would have given \$5,000.

Sketch plans were prepared by Allen Cox of Putnam & Cox of Boston, who had designed a majority of the fraternity houses on the Amherst campus. His design was similar to an Amherst chapter house; it was, in fact, unmistakably Amherst. These plans were sent to Doshisha. There they were elaborated by a Japanese architect and carried to completion by a Japanese builder. The Japanese yen was falling in relation to the dollar. We transferred funds to Doshisha by cable only as they were actually needed to pay construction bills. As a result, we were able with the funds at our disposal, which we had thought adequate only for the erection of the building, to pay for the building and the furniture, and to have nearly a quarter of our fund left over for endowment. We were in agreement that Amherst College ought not to invest the endowment here and transmit the income to Doshisha. We therefore transmitted the remaining funds in the hands of the college treasurer to Doshisha University for a permanent endowment fund for the Amherst building. The Doshisha trustees invested the fund in Japanese government securities and applied the income to the operating costs of the project.

The Amherst building on the Doshisha campus gave a great impetus

to the program. With a building there, there was no question as to the continuation of the practice of sending an Amherst representative every two years. I was not able to visit Doshisha again. My wife and I heard regularly from the students living in the King Dormitory. They sent us an album of campus photographs and drawings; a tea set of Japanese make in the Doshisha colors came to us from the students in the Amherst building; and we were constantly in touch, of course, with our Amherst representative. Plimpton made a special trip to Japan to represent the College at the dedication of the building and the celebration of the sixtieth anniversary of the founding of Doshisha, in October 1935.

Amherst had graduated years before a number of Japanese young men of good family, and some of them had risen to positions of influence in Japan. A notable alumnus was Count Ayské Kabayama, '89. He had prepared at Wilbraham Academy, spent two years at Wesleyan, and transferred to Amherst where he finished his course. He had been a member of Psi Upsilon and popular in his class. His two closest Amherst friends were his classmates, James and Woodbridge, both members of the Amherst Board. He later became a leading industrialist in Japan, a member of the House of Peers, a leader in the Japanese-American Society of Tokyo, and deeply interested in the development of cultural ties between Japan and the United States. While he never was a member of the Japanese diplomatic corps, he often represented his country on business and cultural missions to this country. In 1935 Amherst conferred the honorary degree of Doctor of Laws on Kabayama at a special convocation at which he delivered an address. On that occasion he was a guest at the president's house and we had a most interesting talk. After his formal address I invited a few of the faculty to meet him at the president's house. I told him that no reporters were present and that nothing he said would be reported, and we asked him the most difficult questions we could frame in regard to the so-called Manchurian incident and the war his country was conducting against China. He was not embarrassed; he said he could talk frankly and honestly in the home of the president of his alma mater. And he did. We were all profoundly impressed by his candor, by his liberal views, and by his intellectual integrity.

I remember a story I heard later from one of his college classmates. Kabayama lived in the Psi Upsilon chapter house during his undergraduate days at Amherst. He was known as "Kabby" and lived on terms of comradely familiarity with his fraternity mates. In the vernacular, he was a "regular fellow." One day a carriage drove up to the fraternity house, from which two Japanese gentlemen, dressed impec-

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cably in formal attire, emerged and walked up the path to the porch. When the door was opened by an undergraduate, they asked to see Kabayama. The American student showed them in and then walked to the foot of the stairs and shouted "Kabby." Presently Kabayama came slowly down the stairs dressed in formal Japanese attire, stood while the two Japanese gentlemen bowed low several times in respect. Then he escorted them to the fraternity parlor where they talked with formality, the Japanese gentlemen treating the Japanese undergraduate with great deference. The American boys had never seen anything like this and were profoundly impressed. Who was their classmate who received such deference? But when the gentlemen withdrew, Kabby changed into conventional student clothes and was again the gay, carefree college boy.

In the summer of 1942, six months after Pearl Harbor, I received a long distance telephone call from New York from a man I had never known and whose name I have forgotten. He inquired whether I was president of Amherst College and when I assured him I was, he told me this story. He was an American Y.M.C.A. officer stationed in Japan. After Pearl Harbor he was interned for some months until the exchange of civilian personnel could be arranged between the two governments. He had just arrived home on a Swedish steamer bringing Americans who had been caught in Japan at the outbreak of the war. He said that Count Kabayama had come to the steamer to see him off and had asked him to say to the president of Amherst College, "My feelings toward my alma mater are unchanged." Kabayama is now an old man (he was born in 1866), most of his classmates have passed on; but after the war a young Amherst naval lieutenant of the Intelligence service found him living in retirement outside of Tokyo and brought word to me of him.

When I became president, I found only one Japanese student in Amherst — Tsunegoro Chiba, ex '36, later president of the Japan Golf Ball Manufacturing Company, Tokyo. He came from a family of wealth, had a large allowance which he spent before Christmas. He joined Delta Kappa Epsilon and my wife and I saw something of him during his single year at Amherst. During the Christmas holidays he went to New York, dined at the Ritz and then mailed a copy of the menu to his father with all identifying marks removed, to indicate to him the cost of living in America. He asked his father for additional funds, but though he gave the number of yen he felt he needed, he did not say *yen*. His father was impressed and sent him the number in dollars, thus giving our young freshman three times as much money as he had asked for. When he left in June to return home, he presented

my wife and me with a picture of Fujiyama in cut velvet, with this inscription in his boyish hand, "To Mr. and Mrs. S. King, My most respectable American couple. T. Chiba." He wrote us later that his father did not approve of his returning to Amherst to complete his course but wished him to go to Oxford. He did not wish to go to Oxford. They compromised by his marrying and going to work in the family business. We heard from him occasionally before the war. What happened to him in the war I do not know.

Later we had a number of Japanese students of a different type. They were all mature men, most of them officers in the Japanese Embassy, sent to Amherst at Japanese government expense to gain greater familiarity with English. Each carried a letter of introduction from the Japanese Embassy, each was very correct, each made a formal call on me as president on arrival and another on departure. They did not join fraternities, they did not mingle with our American students, they did not participate in the social life of the College; and they were entirely vague about their future plans when they took leave of us. Their letters of introduction were of two types: some were formal, third-person letters from their Embassy, and some first-person letters on different stationery. I never found out what the difference signified, if it did in fact signify anything. They were carefully checked by Intelligence officers of our own government so that I did not concern myself with their presence particularly.

In 1939 the College selected Jack Hall as its representative to Doshisha. He was uncommonly well equipped for the post. He had been born in Japan, where his father was a missionary. He had learned to speak Japanese as a boy, he had had an excellent college record. In 1940, I became concerned about the possibility of war with Japan and telephoned Alden Clark at the offices of the American Board of Commissioners for Foreign Missions in Boston. Clark told me that their office was in constant touch with the Japanese situation, and that they felt entirely safe in leaving their missionaries there. He felt we ought to allow Hall to continue at his post. I agreed. In the spring of 1941 I grew more concerned and again telephoned Alden Clark. He tried to reassure me, as he felt it was important that men who were there in Hall's capacity should remain. I could not agree. I told Clark that Hall was young and idealistic and would of course remain if left to himself, but that I could not have him on my conscience if he were in Japan and war broke out between our countries. I was therefore planning to cable him to return. As Hall was sent out by Amherst, the decision of course rested with the College. I sent off a cable asking for a cable reply. In a few days I received a cable from Hall, saying he would

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relinquish his Amherst fellowship and would remain as a member of the Doshisha faculty on his own responsibility. He had done just what I anticipated he might do; he was going to stay. Then I did what I have very seldom done. I sent him a peremptory order as president of Amherst to return at once and report personally to me, and again I asked for a cable acknowledgment. This I received. I followed this cable with a letter telling him that the College had sent him out, that he was responsible to the College, and that he would do great harm to the Amherst-Doshisha relationship if he accepted and followed the advice of the president of Doshisha when it meant disregarding positive instructions from Amherst. Months passed and I received no further word.

A few weeks before Pearl Harbor Jack Hall walked into my office to report. With him was a former Amherst representative at Doshisha who had remained in Japan with the full approval of the College after finishing his tour of duty at Doshisha. They told an interesting story. On the receipt of my second cable Jack had resigned his post at Doshisha and tried to get passage to the United States. He was unsuccessful. Finally the two young men had made their way to Shanghai and after a long wait there had secured passage home. At Honolulu, where their ship stopped, they had been approached by officers of Military Intelligence, of Naval Intelligence, and of the F.B.I., offering them posts in the service of our government, based on their knowledge of the Japanese language. They had listened, but had wisely not committed themselves. One of them went to theological seminary; the other put on uniform and entered one of the Intelligence services.

When Japan attacked Pearl Harbor, we had in college another young man who had been born and raised in Japan, Otis Cary of the class of 1943. Cary was the son of Frank Cary, '11, and the grandson of Otis Cary, '72, both of whom had been missionaries in Japan. A little later Frank Cary was taken prisoner by the Japanese while he was in the Philippines. Otis left college and entered the Navy where he saw active service in the Pacific. His father was finally rescued when our forces recaptured Manila. After the war and after Otis had finished his course, he returned to Japan as the Amherst representative at Doshisha for a term of two years. Under the postwar program of the College he was appointed an instructor on the Amherst faculty and assigned to the Doshisha campus. At the conclusion of his term of service he returned to Amherst in the autumn of 1950 as instructor in Japanese Civilization for a single semester. He plans to make his career in Japan.

Chapter IX

MORE LAND

We have been concerned thus far primarily with the buildings of the College. We must turn now to the gradual extension of the college campus to provide space for the growth of the physical plant and examine the recent policy of acquiring houses for faculty occupancy.

The college campus had its beginning, as we have seen, in a deed dated May 15, 1818, given by Colonel Elijah Dickinson to the Trustees of Amherst Academy. The deed provided for the transfer of title to about nine acres of the Dickinson farm at a price of \$200 per acre for all land in excess of three acres, on condition that "a College University or Classical Institution for the education of young men for the gospel Ministry shall be established within three years and located on the premises." Three acres were to be a gift. The deed was witnessed by the Colonel's son and by Hezekiah Wright Strong, who, as we have seen, was one of the three most important men in the founding of the College. A year later, on May 10, 1819, Colonel Dickinson added a postscript to the deed under which he agreed that his gift should be six acres instead of three "if Williams College is located in said Amherst, provided Williams College is erected on said premises." This is the only deed I have ever seen which contained a postscript.

We should perhaps pause to note that the Dickinson family has been one of the most numerous and influential families in the town of Amherst. Nathaniel Dickinson had removed from Wethersfield to Hadley in 1659 and was one of the original settlers. The Dickinson genealogy was compiled in 1863 by Lucius M. Boltwood of the class of 1843 and published while he was librarian of the College. The *History of the Town of Amherst* by Carpenter & Morehouse lists some one hundred and seventy-three Dickinsons in the index. If my reckoning is not at fault, Colonel Elijah Dickinson, whose farm now forms the bulk of the campus, was a third cousin once removed of Samuel Fowler Dickinson, one of the founders of the College, and therefore a third cousin twice removed of Edward Dickinson, the early treasurer of the College.

Colonel Dickinson (1760-1820) was one of the substantial citizens
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of the town. He had fought in the American Revolution, was prominent in the First Parish, and had held various offices including that of selectman. His large farm, covering some two hundred to three hundred acres, extended from the town common on the west all the way to East Street, and included therefore most of the college campus in addition to our Wild Life Sanctuary. His fine New England house is now the home of the Faculty Club. Two years after executing this deed the Colonel died, leaving a widow and one son.

The walls of South College were already up when the Board deemed it wise to perfect its title to the land on which it was building a new college. On November 22, 1820, Dickinson's widow and son executed a new deed. The price paid was \$1,187.50, of which \$600 (for three acres) came back to the Charity Fund as a gift. Seven years later, on December 7, 1827, the College paid \$450 to the Dickinsons for about three acres more, including a parcel just east and a triangular parcel just south of the original purchase.

In June 1828 the College bought from Deacon John Leland, then the college treasurer, some eleven acres on the west side of South Pleasant Street, including the land on which the President's House, Morgan Hall, and College Hall now stand. The price was \$2,000. This property was later squared out by the purchase of some small parcels and the sale of lots west of the present Woodside Avenue.

The College had thus acquired a campus of about twenty-three acres at a cost of a little over \$3,000. Today the college campus comprises a hundred acres, and the College owns, in addition, about three hundred and twenty acres in the town of Amherst, including Pratt Field, Blake Field, Hallock Grove, the Wild Life Sanctuary, the Observatory property, the Golf Club property at Mount Doma, and some forty-nine faculty houses. This has been acquired through the years in about one hundred individual transactions, a few by gift — such as Pratt Field and Hallock Grove — but most by purchase.

In the Appendix the reader will find a map drawn to approximate scale, corrected to 1951 by Herbert G. Johnson, comptroller, with a key listing each parcel and giving the date of acquisition and the grantor. Here we may be satisfied with comments on some of the more important acquisitions.

In 1840 the town deeded to the College for its use a "portion of common in front of college property," upon which the Octagon was built. In 1866 the College bought a few acres from Lucius Boltwood, and in 1891, the Lucius Boltwood homestead from his estate. In 1886 the College purchased a parcel on the eastern side of the present main campus from William Austin Dickinson.

Hallock Grove was given to the College in 1868 by Leavitt Hallock and his wife, to be maintained as a public park. Hallock was born in Plainfield where he later carried on a farm, a tannery, and a country store. Subsequently he moved to Amherst for the purpose of educating his two sons, who graduated in the classes of 1855 and 1863, and both of whom became ministers. The father did much to beautify the town. He purchased the Baker farm, laid out Snell Street, and circled the grove which he gave the College with a gravel road, later abandoned when the railway was put through. It is not generally known that "Old Doc" owned a small parcel adjoining the Hallock land and gave it to the College at this time. In his notebooks is an entry that "of the few gifts which I ever made to anybody or anything in this world, this was the least appreciated." And later he adds, "Only I had a freak & reserved the two largest pine trees, which I wanted to put into lumber which I could work up into something to commemorate the old grove where I had spent so much happy time. It was sawed into good clean lumber, but it all went I don't know where."

The first dwelling house bought by the College was the Boyden house, purchased in 1873 from John D. Boyden and located at the foot of College Hill on the site of Kirby Memorial Theater. As we have seen, it was used for a time as a college boarding house, and at other times was rented to a member of the faculty. For a third of a century it was occupied by Professor and Mrs. Hopkins. In 1937 it was moved to 58 Woodside Avenue to make way for the theater. When we moved the house, we discovered that though it appeared to be a clapboarded frame structure, it was a solidly built brick house with a clapboard veneer.

It was nearly a score of years before the College bought its second house. In 1892 it acquired the property at 31 College Street, which it rented for a third of a century to Professor and Mrs. Harry deForest Smith. It has since been made the official house of the Director of Dining Halls, Gordon Bridges, so that he may be close to Valentine Hall. The story of the Observatory House, acquired in 1898, has already been told in connection with the Observatory. These three houses were the only ones owned by the College at the turn of the century.

During the Harris administration (1899-1912) the College bought four houses:

1902—197 South Pleasant Street, now occupied by Professor Salmon;

1909—the Richardson house just west of the present 31 College Street;
since torn down



Moore Chemistry Laboratory



Service Building and Central Heating Plant

1911—95 College Street, later the official house of the Superintendent of Buildings and Grounds;

1912—the Houghton house, bought from Phi Delta Theta and since torn down

These purchases, like the earlier ones, were made to control the real estate rather than to house faculty members.

During the Meiklejohn administration the College acquired fifteen houses, of which three were later taken down. Meiklejohn was finding it difficult to attract men to the faculty unless he could offer them a place to live. He brought this to the attention of the Board and some of his friends. One of the latter was Frank L. Babbott, Jr., of the class of 1913. Babbott bought a tract of land on Dana Street, and erected three houses excellently suited for faculty occupancy. In addition, he built a larger house on the east side of South Pleasant Street near the present site of the Alumni Gymnasium. These four houses he presented to the College. The house on South Pleasant Street was later moved to 22 Hitchcock Road to make way for the gymnasium. The architect for these houses was Lionel Moses, an associate in the firm of McKim, Mead & White.

Another house given to the College at this time was the property at 205 South Pleasant Street, acquired in 1914 with funds contributed for the purpose by a group of trustees, and now occupied by Miss Kimball, the Recorder.

During its first century the College had, therefore, acquired twenty-two houses, in addition to the president's house. Six had been gifts. Five had been or were soon to be taken down, and two were later moved. There is no indication that purchases were made in accord with any long-range policy. All of the acquisitions were within the long-range policy later adopted by the Board except the three Dana Street houses given by Babbott. These are outside the area within which the College later decided to limit its purchases.

It was not until 1924 that the Board initiated a serious study of its possible future needs in the field of real estate. The impetus for such a study came from Morrow and me. We first had a map prepared showing what the College already owned. Then Morrow and I examined thoroughly the land to the west of the campus, and I tramped over the land to the east and south. Treasurer Kidder prepared tables for us, showing the present ownership and assessed valuation of the parcels within the area of our map which were held outside the college. And we had aerial photographs made of the land to the east, south, and west. It was clear to both of us that Amherst, like most other New

England colleges, had not been far-sighted in the acquisition of land adjoining the campus to provide for possible future needs.

As a result of our study, we proposed to the Board that the College ought in time to acquire all of the land not then owned by it within the area bounded on the north by College Street, on the east by the Central Vermont Railroad, on the south by the Boston & Maine Railroad, and on the west by South Pleasant Street. In addition, we suggested that it acquire all property on the west side of South Pleasant Street, from Northampton Road to the Boston & Maine Railroad. We added that further extensions of our property to the east and south and west were under study. The Board approved in principle.

The first property acquired under the program was the present Faculty Club, then the home of Sidney D. White. This had once been the home of Judge John Dickinson and in 1818 the home of Colonel Elijah Dickinson. The only terms on which we could purchase were that White should retain a life estate for his wife and himself. A little later we acquired his extensive holdings east of the Central Vermont Railroad and extending to East Street, now the Wild Life Sanctuary. These purchases were negotiated by Herbert J. Kellaway, our landscape architect, who took title in his own name. The same year (1924) we purchased the property at 297 South Pleasant Street, now occupied by Professor Packard.

Before proceeding further I sought the assistance of three Amherst men, two of them graduates of the College: Arthur H. Dakin, '84, Ernest M. Whitcomb, '04, and Cady R. Elder. Each of them handled a series of negotiations for the College. They knew the properties we were interested in acquiring, they knew the owners, and they were experienced negotiators. Gradually we continued our purchases. A few properties we bought subject to life estates, most were acquired outright. The only life estate now outstanding is Mrs. Kingman's in the property at 271 South Pleasant Street, once the home of President Hitchcock. The octagonal wing to this house had been added by Hitchcock shortly before the Octagon was erected on the campus. In time we acquired title to all the frontage on the west side of South Pleasant Street from Northampton Road to a point well south of the Boston & Maine Railroad, except the estate of Mr. Dakin.

When the College owned only a few scattered houses which it rented to members of the faculty, no serious problems were presented. A rental was agreed on, and the professor and his family moved in. But when the College had acquired a substantial number of houses, a different situation was presented. If several members of the faculty applied for the same house, some authority must determine which pro-

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fessor should have the house. Even more difficult was the question of fixing rentals for different houses in different locations, houses of different size and age and convenience.

As the working member of the Buildings and Grounds Committee, I asked the treasurer for a list of the houses owned, the cost of each to the College, the assessed value of each, the rental charged by the College, and the tenant. I also requested the treasurer to calculate what net income after taxes, insurance, and repairs the College was earning on each house. Treasurer Kidder was reluctant to prepare this table, saying that other trustees had asked for this information but had dropped the matter when they found that the problem was a thorny one. I replied that I did not intend to drop the problem, but to search for a formula which would provide a satisfactory working solution. Kidder then prepared the tables. A brief study of the facts satisfied me that the schedule of rentals which had gradually grown up was unsatisfactory to the College because it did not provide even a minimum net income on the funds invested. In addition, it was obviously full of inconsistencies. It was not based either on relative costs or relative assessed values, or on relative size, or on the relative ability of the faculty tenants to pay. A full professor who had been on the faculty for years and was earning a full professor's salary, I found, was occupying a large house in a strategic location close to the College and paying a lower rent than a young member of the faculty in a junior rank living at some distance from the College in a smaller house. Of course ill feeling and a sense of injustice was the result. I discussed the matter with President Olds and he said he would welcome a solution which resulted from an impartial study of the facts by a trustee. He preferred not to participate in the study.

With his approval and with the approval of the Board, I appointed a committee to make the study. On the committee I named W. R. Brown, a leading real estate agent of the town and a graduate of Dartmouth, Ernest M. Whitcomb, '04, the president of the First National Bank of Amherst, who was thoroughly familiar with real estate values in the town, Professor Charles E. Bennett, '05, who owned his own home, Professor Otto Manthey-Zorn, who occupied a college-owned house, and Henry B. Thacher, superintendent of Buildings and Grounds, whom I named chairman. Thacher was a man of great patience, thorough in his work, impartial in judgment, and he knew the houses better than anyone else. I gave him a free hand to handle his committee, asking him only to obtain, if possible, a report which commanded the unanimous approval of his committee.

The committee submitted an excellent report after a comprehensive

study, and the report was unanimous. The committee recommended a few reductions in rental and a large number of increases. In addition it suggested a uniform procedure as to repairs. The report was submitted to President Olds and then to the Board and was approved without dissent. The changes in rental were to go into effect at the beginning of the next college year.

Only one professor protested, and the president asked me to handle the matter. I came to Amherst and had a long conference with him. At the close he admitted that he did not have a leg to stand on. The professor who had the largest increase in rent told me he was entirely satisfied. He had long felt that his rent was too low proportionately, but as a born Yankee he had not felt it was his duty to ask to have it increased. The committee had done an excellent job.

At the request of the president, the allocation of houses in the future was assigned to the Buildings and Grounds Committee of the Board, where it remained until I became president. Of course the committee conferred with the president before making an allocation.

The purchase of the White farm had protected us east of the Central Vermont Railroad, but the tract of farm land just south of the Boston & Maine Railroad which had formerly belonged to Professor Tuckerman was now held by a resident of North Amherst, Walter Cowls. It had been offered to the College many years before, when the Tuckerman estate was being settled, but the trustees had not felt justified in investing college funds at the time. We now learned that Cowls was contemplating the erection of one or more onion warehouses on the property with a side track from the railroad station. If he carried out this project, the warehouses would be directly south of the college campus and in the direct line of vision as one looked south to the great panorama of the Holyoke Range.

With the tacit approval of the Board, I asked Whitcomb to purchase the property for the College, if it could be acquired at a reasonable price. Cowls owned two large tracts of farm land south of the Boston & Maine, extending east for some distance, in addition to a block of farm land between the tracks of the Boston & Maine and the Central Vermont, just east of our holdings at the east end of Hitchcock Field. The property contained about eighty acres with a large frontage on South Pleasant Street; there were no buildings except an old barn. As long as the property remained in outside hands, we would always be subject to the threat of a warehouse or other commercial development in the center of our finest view. With the purchase of the property we would be protected for all future time to the south.

In my conference with Whitcomb I learned that Cowls was regarded

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as the shrewdest trader in the valley. He was a man already in his middle seventies, a large owner of real estate, a lumberman, and was reputed to be worth nearly three-quarters of a million dollars. Whitcomb put the matter in a sentence by adding that Walter Cows was as good a horse trader as David Harum.

A few days later Whitcomb telephoned me in Boston to tell me of his talk with Cows. When he had broached the subject to Cows, the latter had replied, "You aren't really interested in that land, Mr. Whitcomb. Stanley King wants it for the College. Tell him he will have to trade directly with me."

"Cows wins the first point," I replied. "Ask him if he will meet me Saturday morning next at your bank." Whitcomb arranged the conference and on Saturday I drove to Amherst to meet for the first time one of the ablest traders I have ever met.

Whitcomb introduced us and placed the directors' room at our disposal. I faced a lanky man of well over six feet in height, with a weather-beaten face and a sad aspect. He was not loquacious, and he waited for me to open the conversation.

"Mr. Cows," I began, "I am told that you are the shrewdest trader in Western Massachusetts that you have had long experience in buying and selling real estate, that you know every rule in the book, and that I must watch my step at every point and keep my hand on my pocket-book. They tell me that if you sit next to a man with whom you are trading, he does not know his leg has been broken till he tries to rise." Cows smiled a wan smile and said, "I'm not as good as that."

"I have found out all about you," I continued, "and I am told that you give no quarter. You don't know me, but let me tell you that I am just as hard a trader as you. I am trading for the College and every dollar counts. No holds, I understand, are barred, and it is each man for himself."

Cows gave me another wan smile and I continued, "The College is interested in buying your holdings of land south of the Boston & Maine if the price is fair. I understand from the fact that you are here to meet me that you are interested in selling. If this is so, then there is only one question to negotiate and that is the price. Let me say that we are not interested in buying a part of your land at any price. It is all or nothing, by which I mean all the land south of the Boston & Maine and all the land between the two railroads."

"How many acres do you own in these lots and what is your price?" I concluded.

Cows wasted no words. He said he owned eighty acres and he named his price.

I laughed and laughed. Then I waited and at last he had to speak. "What's funny?" he said.

"I am afraid you didn't understand me," I said. "I am acting for the College. It is college money we are talking about. You are not trading with a rich man from New York, but with Amherst College. Your price does not offer a basis for negotiation. I understood you to say you were interested in selling. If you want to sell to the College, you must begin again."

We parted and agreed to meet again in two weeks. This began a series of conferences which lasted for a year. Whenever I was coming to Amherst on other matters, I would arrange to see him. We always met in the same place. Finally we were only two thousand dollars apart, and neither would budge. It looked like a stalemate.

We had a final meeting at the bank. "You are an obstinate man," I said. "I have enjoyed our meetings, but it looks to me like no trade. You and I are mortal, but the College lives forever. Perhaps you would like to wait and let the College trade with your heirs."

Then I offered to match him.

"One toss, or two out of three?" he said.

"Either you wish," I replied. "We will let the cashier of the bank take a coin from the till and toss it. You call. If you win, I will pay your price. If you lose, you accept my price."

"I never tossed for as much as two thousand dollars," he replied. "Neither did I," I replied.

"What would the trustees of the College say?"

"If I win, they will say 'stout fellow.' If I lose, they will say you had me."

He declined. I rose and said good-bye and we left the room together. He walked out of the bank and I stopped to speak to Whitcomb.

"Have you traded?" asked Whitcomb. I shook my head.

"Don't let him go," said Whitcomb. "You want the land."

"I don't want it at his price," I said. "Besides, he hasn't gone. He is still standing on the curbstone in front of the bank." Whitcomb returned to his desk, and I stood behind a pillar for ten minutes watching the tall figure on the sidewalk. Then he turned slowly and walked back into the bank. We returned to the directors' room and I waited for him to open the conversation.

"What would you do," said Cows, "if I came down one thousand dollars?"

"I would buy," I replied. And we shook hands.

"How much of a deposit do you wish, Mr. Cows, to bind the bargain?"

"None," he replied.

"Unsatisfactory," I said. "We both know that the trade is not binding unless I make a deposit and you sign a proper receipt. If this is a trade, I want it a binding one. Otherwise, it is just conversation."

I went to the cashier and drew \$500 on memorandum, drew a formal receipt, and the transaction was completed.

"There is one condition," said Cowls as he accepted the money, "the price must be confidential. I am ashamed of selling this land so cheap."

"I am chagrined at paying so high a price," I replied; "no one but the treasurer and the trustees will know what the price is."

As I look back at the purchase now, after the lapse of a quarter of a century, the price seems to have been a fair one for both parties. Cowls and I had come to know each other fairly well in the course of the year. I was therefore pleased to have him say that if the College wished later to buy any of the adjacent farm land, he would be glad to act as our representative without charging a commission.

At the same time that these negotiations were in progress, we worked out plans for a new street running from the Cage to the main entrance to Pratt Field. The plans were drawn by Herbert J. Kellaway, our landscape architect, and implied the razing of the old Delta Upsilon House on South Pleasant Street which had been acquired by the College when the fraternity built its new house next door to the Lord Jeffery Inn. The program was approved by the Board and the project carried through. The Rink House, which stood just east of the entrance to Pratt Field and which had been given by Charles M. Pratt, was moved to the north side of Pratt Field to serve as a field house for visiting teams.

The College then offered to sell the lots on the new Hitchcock Road to members of the faculty who might wish to build, and to loan them ninety-five per cent of the cost of building, secured by first mortgage with a provision for the gradual amortization of the debt over a period of thirty years. In addition, the College offered to pay one-half of the architect's fees, provided the teacher selected Allen H. Cox as architect. Five houses were built by faculty members under this program; the Olds house given by the alumni was built on the northwest corner; and the house given by Frank L. Babbott, Jr., on the site of the present Alumni Gymnasium was later moved to its present location on the south side of Hitchcock Road. Subsequently, due to resignations and other reasons, the College bought back three of the houses, but two of the professors elected not to sell back to the College and retained

title to their properties. Hitchcock Road has made a charming addition to this residential section and of course is indispensable as a thoroughfare between the physical education buildings and Pratt Field. It was later accepted by the town as a town road to be maintained by the town.

At the same time the College made two other proposals to the town, which were approved by the voters at town meeting. The town relinquished its rights to the end of Dickinson Street which extended into the campus in front of the heating plant, and this became a college road. The town also voted "to authorize the selectmen to eliminate as a traveled roadway that portion of Boltwood Avenue, so-called, running southerly from College Street, and to relinquish the same together with so much of the center common as lies between College Street and the present entrance to the grounds of Amherst College from South Pleasant Street, to the trustees of Amherst College upon their acceptance of the conditions of this vote, to be under their care and use for park purposes only . . . and that no title resting with the town is in any manner hereby conveyed, and that the entire area shall at all times be neatly cared for and maintained." Since that time (March 7, 1927) the College has cared for this portion of the common.

Two ambitious projects were studied with great care at about this time and then dropped. One was a suggestion that originated with Morrow and interested him greatly. We called it, as I have said, the *Via Morrow*. In substance, Morrow suggested that the College build a wide mall running from the foot of College Hill and centered on the Chapel and extending through to Northampton Road. The project would have required the purchase of a number of properties and the razing or moving of a large number of fine dwellings. The cost would of course have been very high, and the other needs of the College were so pressing that this project could have been seriously considered only if some man of large resources wished to undertake it at his own expense. While Morrow was intrigued by the idea, he was himself more interested in giving for the more immediate needs of the institution, particularly in the field of the endowment of professorships.

The other project for which I made preliminary studies was equally ambitious. I do not remember who suggested it, but the Board was interested in having it investigated. It was to purchase the old mill and dam on the Freshman River near the Freshman River bridge on the road to the Notch, rebuild and raise the dam, and thus create a large lake extending north and east and flooding a substantial amount of farm land. Only the Pratt brothers would have been able to finance such a development, and we made no progress in interesting them.

We knew that Andrew Carnegie had given a lake to Princeton and we were receptive to a similar generous gesture toward Amherst.

As I recall these studies now after the lapse of a quarter of a century, I realize that they were dreams engendered by the climate of the decade. In the middle 'twenties, when the College had just raised \$3,000,000 and when the wave of prosperity was mounting higher and higher, anything seemed within the range of possibility.

More immediate was the problem of providing hard-surfaced roadways for the campus, proper walks, a comprehensive program of planting, and a lighting system to replace the wires that had been strung from tree to tree. Studies were prepared and estimates secured. The cost was of the order of magnitude of \$150,000. A prospective donor was selected and Plimpton attempted to interest him in undertaking the project as a whole. The donor was interested and asked for more details. Then came the catastrophic break in the stock market of October 1929, and the prospective donor begged to be excused from further consideration of the proposal. With the exception of some campus lights installed in 1937, the project was deferred until the hurricane of 1938 made action essential.

Meanwhile George Pratt was becoming more and more interested in the development of the campus. As he reflected on the changes which had taken place since the class of 1893 had fathered a comprehensive plan for development by a Fine Arts Commission, he came to the conclusion that a new study by outside experts would be useful and he offered to finance it to the extent of \$25,000. His proposal included the preparation of a scale model of the campus and buildings. For such a program it was desirable to secure the services of the leading landscape architect of the country with large experience in long-range planning. After making careful inquiry I came to the conclusion that Arthur A. Shurcliff of Boston was the best equipped by experience and ability for such a project. Shurcliff was in the midst of his work in the restoration of Williamsburg, Virginia, financed by John D. Rockefeller, Jr., and his name appealed to Pratt. I consulted Mr. Mead to secure his approval. Mead did not know Shurcliff personally and suggested his friend Charles Platt. Platt, it turned out, was abroad for an indefinite stay and Mead then at once approved Shurcliff. The Board approved and Shurcliff began his studies.

At Williamsburg, Shurcliff worked in cooperation with the Boston firm of architects of Perry, Shaw & Hepburn, and suggested their names to Pratt. Pratt proposed to the Board that the Boston firm cooperate in the planning, and as McKim, Mead & White were our college architects, he suggested that they be made consulting architects.

This posed a problem of extreme delicacy to the Board. The Mead firm had been our architects for a generation and more, but for some reason Pratt had developed a prejudice against them. As he was to pay for the studies, he felt entitled to select his own architects. And as a matter of fact, the different buildings given to the College by the various Pratt brothers had none of them been designed by the Mead firm. In each case, as we have seen, the Pratt brother who was making the gift had selected an architect of his own choice. The Board met the dilemma by accepting Pratt's proposal, but providing in the resolution of acceptance that the College was to be under no obligation whatever to the Boston firm.

The project was completed under Pratt's general supervision. The Boston architects knew little of the history of the College and were not particularly interested in the background story of its existing buildings. They came to the College very seldom and most of the conferences were held in their offices in Boston. The president of the College and the other members of the Buildings and Grounds Committee had little influence in the development of the program. The architects naturally looked to Pratt, who had initiated the project and was paying for it.

The master plan and the model provided for the removal of a number of existing buildings, including Walker Hall and Williston, the erection of a large new administration building on the site of Walker, the erection of a large auditorium, north of College Street, on land not then and not now owned by the College, and for a number of other changes in the college plant which were not the result of careful study of the College's needs. Sketch plans were prepared of all new buildings suggested, and even a cursory examination of these plans indicated that no adequate study had been made of what was to be included in each building or of the element of cost. When the project was completed, the College received a beautiful scale model showing the campus and adjoining real estate. On it were placed delightful scale models of existing buildings that were to be permitted to remain, as well as similar models of the many new buildings proposed. And the model was enhanced with miniature trees, paths, and other decorative features. In addition, we received a large portfolio of architects' drawings and preliminary scale drawings of the new buildings proposed.

The model was beautifully made at great expense, and of course the architect's plans were of a high order of artistic excellence. But neither model nor plans were responsive to a careful study of the actual needs of the College. They were not, in fact, relevant to the College of 1930 or to the financial and economic facts of a society in the midst of a severe depression. Only a Maecenas could have carried them out, and

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if he had done so he would have deprived Amherst of much of the physical record in bricks and stone of its early struggles. The entire project was another demonstration of the generous impulses of a devoted son of the College, and a demonstration, in addition, of the unwisdom of placing the planning and the selection of architects in the hands of a donor. Pratt's expenditure of \$25,000 for this project gave him, I am sure, great pleasure personally. It did very little for his alma mater, and it left the Board with a difficult problem which was solved some years later after I became president of the College.

Chapter X

BUILDING DURING DEPRESSION

On June 30, 1932, my wife and I drove from Boston to Amherst where I was to assume the responsibilities of the presidency the following day. It was a beautiful summer day and as we came down the road from Belchertown to make the turn into College Street, we saw a large truck coming in the opposite direction. It was loaded with crushed stone for road building. As it made the turn from College Street toward Belchertown without slowing down, showers of crushed rock were thrown with considerable force and peppered the windshield and glass deflectors on our open Packard runabout. Fortunately, neither of us was hit. I remarked to Mrs. King as we drove up College Street to the College that I had expected as president to have some brickbats thrown at me from time to time, but that it came as a surprise to have the throwing start before we had arrived in town. The following morning, while my car was parked in front of Walker Hall, the treasurer of the College dropped in on me at my office to tell me that an aged alumnus had backed into my car and ruined a fender and was deeply distressed to learn that the car belonged to the new president. I set the mind of the alumnus at rest by saying that this was just an incident of the office I had assumed and that he need not give the matter another thought. Apparently the gods did not wish me to be guilty of *'ubris*. During the fourteen years that we spent in the president's office we had no further untoward incidents; our initiation was over.

The only problem in buildings and grounds to engage our immediate attention was that of arranging with the superintendent, Mr. Thacher, for putting the president's house in condition to receive our furniture by the end of the summer; this was handled by Mrs. King. As we were in the trough of the severe depression, only the essential things were to be done.

In the next few days Thacher and I made a complete inspection of every building on the campus. In each building we inspected every room, as well as cellar and attic. It was more than a dozen years since I had made a similar comprehensive and complete inspection. Then I [208]

was an alumnus gathering facts for a report to the alumni body in preparation for the campaign for the Centennial Gift. Now I was president with the responsibility for the plant. It was clear that our Buildings and Grounds Committee of the Board had made only a beginning in the program of rehabilitation, but what we had accomplished had been soundly done and furnished a good foundation for the further work that lay ahead of us. The immediate problem was not primarily where to begin, but where to find the money to do what had to be done. The income of the College was shrinking, the demands on the budget for more scholarship funds were increasing, and gifts were hard to come by.

Furthermore, it was clear that during the past eleven years my responsibilities as trustee had centered in buildings and grounds. Now as president, I faced all the problems of administering a going college. Now I had a student body, a faculty, an alumni organization, as well as a Board of Trustees, with whom I was to work. For the problems of the plant I should have only the odds and ends of my time available. The problem was complicated by the fact that my friend, George Pratt, who was continued by the Board as chairman of the Buildings and Grounds Committee, was in poor health and was able to do less and less in this field, although he continued to hold the chairmanship until his death in 1935.

The Board met the situation by appointing a special committee to deal with each building problem presented by the president. The members were Lucius R. Eastman, '95, chairman, Robert W. Maynard, '02, and Pratt. Pratt was seldom able to attend the meetings of the committee, and the work was carried forward effectively by Eastman and Maynard. Eastman and Maynard were both lawyers who had spent most of their mature lives in business. Eastman had headed for many years the Hills Brothers Company of New York, which was controlled by his wife's family and which had made its reputation in the importation and distribution of dates. Maynard, after a brilliant career at the Harvard Law School, had entered the employ of R. H. Stearns Company of Boston and was now its president.

When I became president, the problem of finding funds with which to build devolved largely upon me. George A. Plimpton, who for a third of a century had assumed the primary responsibility in this field, was now seventy-seven years old. He told me that he had raised enough money for the College, and when I asked him who was to attempt to take his place, he indicated that this was a challenge to the new president. I did what I could in this field from then on.

The problem of dealing with a large plant, as one learns from ex-

perience, is largely one of detail. The architect can submit designs that are architecturally sound and aesthetically attractive; the landscape architect can prepare a good planting plan. But unless the representative of the owner (in this case the College) sees that the program is worked out in great detail to meet the specific needs of the department or departments for which the building is to be built, the results will be unsatisfactory. And every building involves new problems of detail. A president can delegate this to members of his staff or can assume the responsibility himself. I preferred to follow the example of President Lowell of Harvard, who made over the Harvard plant during his administration and who followed in detail the execution of his building program.

For the fourteen years which followed, therefore, I continued to tramp through our buildings, to walk about the campus, to inspect all work in process, and to keep in direct personal touch with every aspect of building and maintenance. Sometimes I did this at the end of the day's work in the president's office, sometimes before beginning work in the morning, sometimes I interrupted my office routine by going to a new building in process of erection to inspect its progress. I climbed construction ladders, I walked along parapets, I knew our own men and most of the foremen of the contractors whom we employed. And always I carried a little black book in which I noted the items which seemed to me to need attention. Before one building was finished, my mind was working on plans for the next and on ways to finance it. When an alumnus arrived in town who might be a prospective donor, I would take him around the campus in my car and point out some new need of the College. When a trustee dropped in at my office to discuss some of the problems of the College, I would try to get him out on the campus, when we had finished our talk, so that he might see for himself the work in process and its implications for future work. In every interim report to the Board I included a report of progress on the plant. I made periodic reports to the faculty on what was being done and what was in prospect. And I received the most complete cooperation from trustees, faculty, alumni, and from the undergraduate body when I asked them for assistance. Without this support we could not have begun to accomplish what we did before the program was interrupted by the war.

During my first year in office I proposed three projects to the Board in the field of buildings and grounds, and all were approved: house libraries in the four dormitories, the reconstruction of Johnson Chapel, and the Davenport Squash Building. We may well take them in this order. In addition, I asked the Alumni Council to appoint a special

committee to study the problem of whether the College should assume responsibility for providing meals for the students, and if the answer of the committee was in the affirmative, what steps the College should take to meet the responsibility. Under date of May 5, 1933, the committee presented a report which was printed by the College and circulated to trustees, faculty, and alumni.

Early in the year I visited Harvard where President Lowell consented to show me over the new Harvard Houses. I found that he knew the Harvard building program in all its details. We visited the studies and bedrooms, the common rooms, the dining rooms, kitchens, and serving pantries, and the underground tunnels connecting the kitchens to the serving pantries. The libraries in the new Harvard Houses interested me particularly. These libraries were designed to expose students to books in their college homes, and in addition it was expected that they would take a part of the load off the great Widener Library. It seemed to me that Amherst might well do the same, though on a smaller scale commensurate with our size and our resources. I believed strongly in the idea that we should accustom students to the notion that books were an essential part of their homes. And I realized that the main reading room in Converse Library was becoming overcrowded. Why might we not plan to install a house library in each of the four dormitories, and ultimately perhaps have one in each fraternity house? Ours must, of course, be on a simpler scale. Amherst had no Harkness to meet the costs of such a program.

Soon after my return from my visit to Harvard, I presented the suggestion to the Executive Committee of the Board at its meeting in January 1933, and at the April meeting the Committee gave its approval to a program of four house libraries for the existing dormitories, provided I could secure the necessary funds. I had hoped that Mrs. Charles M. Pratt would wish to start the program by making the common room in Morris Pratt Memorial Dormitory into a library, but the suggestion did not seem to appeal to her and my powers of persuasion were not adequate to the occasion.

Then my wife suggested to me that we two might begin with North College. My father had lived in North sixty years earlier; I had lived there in my own freshman year; and my son had lived there in his sophomore year. I suggested to him that we join in presenting a library to North in memory of my father and his grandfather, and he was enthusiastic in joining with me in the proposal. In June, therefore, I wrote a letter to the Alumni Council offering a gift of \$5,000 from my son and myself for the project. The library occupies two rooms on the first floor, south entry, is paneled simply in pine, has two fire-

places, and has a simple dignity in keeping with the building. It was designed by Frederick J. Woodbridge, '21, of New York, whose father was at the time a trustee of the College. The memorial tablet in pine, with incised letters, records that the room is given in memory of Henry A. King of the Class of 1873. My wife selected the furnishings and hangings for the room, and together we chose the initial list of books, to which we have added from time to time. The total cost was \$5,700.

Mrs. King and I have affectionately called the Henry A. King Library in North the little acorn out of which grew the other larger and more elaborate libraries in the other dormitories. Before the King Library was finished I showed it to my friend, James Turner, '80. He was delighted with it and most generous in his praise. He asked me why I had not given him the opportunity to build it. I told him the opportunity was his if he wished it, for he had lived in South College and South had no house library. He asked me to proceed at once. Woodbridge designed the James Turner Library to suit Turner's taste, and the cost was about \$6,700. Turner gave, in addition, an endowment for the purchase of books and some valuable prints for the walls.

When Mrs. Morrow saw the libraries in North and South, she asked for the privilege of installing a house library in Morrow Dormitory, and she inspected Morrow to see whether the common room could be adapted for the purpose. Woodbridge happened to be in Amherst the day of her visit, and she asked him to make plans for a library in memory of her late husband. The Dwight W. Morrow Library in Morrow is extraordinarily beautiful and is beautifully furnished. The books represent particularly the fields of history, economics, and government in which Morrow himself was interested. And Mrs. Morrow presented to the Morrow Library a number of important books in these fields from Morrow's own library. At the dedication Robert Frost was the speaker. The cost of the library was \$11,400.

At about the same time, Mrs. Olds presented to the College the mathematical library of the late President Olds. This was installed as the George Daniel Olds Library of Mathematics in a room in Walker Hall. Mrs. Olds and the children presented the room with the desk, desk chair, and pictures from President Olds' study and a portrait in oil of the late president by Ernest L. Ipsen.

In 1935, Richardson Pratt, '15, brother of the late Morris Pratt, looked over the libraries in North, South, and Morrow, and told his mother that the Morris Pratt Memorial Dormitory was now the only one without a house library. Mrs. Pratt promptly asked if she might



Johnson Chapel in the early 1900's



The Chapel after remodeling in 1934



Interior of Johnson Chapel before remodeling



Stanley King presiding in the remodeled Chapel

give a library. Hers was designed by James Kellum Smith, '15, of the firm of McKim, Mead & White, a classmate of her son, Richardson. The Morris Pratt Library is the largest and most luxurious of the house libraries, and was completed at the end of the year 1935. We have no complete figures of cost for the Pratt Library, as many of the bills were paid directly by Mrs. Pratt. In 1946, when James and Stearns Halls were built, house libraries were included in the original design.

We must return now to the spring of 1933 when I suggested to the Board a program for remodeling Johnson Chapel. This building seemed to many of us the most important on the college campus, and I wished to make it a real center of the College. I proposed to the Board that the building be extended fourteen feet to the east to provide new fireproof stairways and proper space for organ and choir, that a façade be added at the east consistent with the fine western front, that all of the offices of academic administration including the president's office be moved to the Chapel, that a new organ be installed, that the chapel room be redecorated, that cushions be added to the pews, a new pulpit provided, and new space for the choir. The proposal was referred to the special committee of Eastman, Maynard, and Pratt for study and was subsequently approved.

In presenting the matter to the Board I made clear that my proposal was a project for remodeling a building and did not involve the vexed question of church and chapel attendance or any question in the field of religion. These related questions had been discussed in faculty and Board for many years; opinion was divided in both bodies. Like many questions in the broad field of religion, they had resulted in the generation of considerable heat whenever they had been discussed. I added, however, that if the Board approved my recommendation for the remodeling of Johnson Chapel, I intended, when the work was completed, to transfer the Sunday Vesper Service from Stearns Church to Johnson Chapel under the general executive authority vested in the president. The result of this action would be that Stearns Church would stand idle. When I had finished my presentation of the problem to the Board, Chief Justice Rugg inquired whether he was correct in his understanding that I was presenting a recommendation in the field of buildings and grounds and nothing more. I answered in the affirmative. There was no further debate. The Board approved. My correspondence file includes a number of letters from individual members of the Board recording their great satisfaction that I had been able to settle the problem which had vexed the Board for some time, by presenting a recommendation for the remodeling of a building.

Nearly twenty years have passed since this action by the Board.

Stearns Church, except for the spire, was taken down in 1948 during the administration of my successor. It is difficult now to realize how strong the feelings of certain members of the Board were in 1933. My own view was that the president was in charge of the church and chapel program of the College, that neither Board nor faculty could administer a required program of attendance in the climate of undergraduate opinion which then existed in the College, and that the president should be free to hold the church and chapel services where he thought best. I considered it wiser to hold both the daily service and the Sunday service in the same building for reasons which seemed to me persuasive both in theory and practice.

The founders of the College had believed that religion was an essential part of everyday life and had held both the daily and the Sunday service in the chapel room which was modeled after the early New England meeting house. It was not until the middle of the century that Amherst, in company with many other colleges, had erected a separate building, usually of modified Gothic architecture, for the Sunday service. Personally, I preferred the conception of the founders. But there was another facet to the problem that was more troublesome.

The deed of gift of Stearns Church, as we have seen in an earlier chapter, had provided that the preacher should always profess the doctrines held by the founders, that is to say, a strict Calvinism as interpreted by Jonathan Edwards. This condition had been accepted by the Board when the gift was made. The Supreme Judicial Court of the Commonwealth, in an opinion written by Chief Justice Rugg of the Amherst Board, had decided only a few years before, in the Andover case, that the governing board of an educational institution was bound by conditions imposed by the donor and accepted by the Board at the time of the gift. It was, of course, true that the Amherst Board had not been following these conditions imposed by the donor, and as far as I could find, no member of the Board had been aware of the conditions imposed more than half a century before. But the College now had a president who had been trained in the law, who had read the conditions of the gift, and who had read the leading case in the Supreme Judicial Court, and the Board included in its number the Chief Justice who had written the opinion.

The practical aspects of the question were also persuasive. Stearns Church seemed to me, and to many of the preachers who preached there on invitation of the College, to lack many of the essentials needed for a dignified service, inasmuch as many in the audience came because of a college regulation requiring attendance a certain number of times each semester. In some of the pews the students could not see the

preacher; in some they could not hear the preacher. There was no robing room for choir and no robing room for the visiting preacher and the president; there were no toilet facilities of any kind. The walls were seriously in need of redecoration, and the organ was in serious disrepair. I remember one occasion in my first year when the visiting preacher and I donned our robes in Walker Hall as was the custom and walked to the church. When the service was over, we came out into a driving rain. The preacher was young, and he and I picked up the skirts of our robes and raced the distance between the two buildings to the delight of the undergraduates, some of whom doubtless laid bets on the winner. The Reverend Milo H. Gates, '86, dean of the Cathedral of St. John the Divine in New York City, who preached at the College almost every year for a third of a century and who was a recognized authority on church architecture, told me that he always referred to the Stearns Church as "Brockton Gothic" in design and added that only dynamite could improve it.

The problem was further complicated by the fact that Alfred E. Stearns, '94, one of the leading members of the Board at that time and soon to become chairman of the Board in succession to George A. Plimpton, was a son of the donor of the church and had, therefore, a feeling of filial piety in respect to the building.

My formula, which put the whole question in the form of a recommendation in the field of buildings and grounds, saved the Board from prolonged debate on the other aspects of the problem and enabled them to make a decision to remodel the Chapel and leave to the president the use to be made of the two buildings.

Before presenting the matter to the Board I had of course studied the problem as to where the funds were to come from for the operation. At Commencement in 1930, Mrs. Edwin Duffey of Cortland, New York, had offered the College a fund of \$40,000 in memory of her late husband, and President Pease had secured her assent to its use for a new organ for Stearns Church. Edwin Duffey had been one of the most devoted sons of Amherst. Graduating in the class of 1890, he had attended Columbia Law School and then returned to Cortland to practice law. In 1901, contrary to the advice of many friends, he undertook and carried through to complete success the reorganization of the local traction company. He extended its activities to provide power and light for the city and vicinity and in his hands it became truly a public service corporation. In 1915, Governor Whitman appointed him New York State Commissioner of Highways, and his administration of this office commanded the admiration even of his political opponents. In spite of the demands of public life, he held a

unique place in the community in which he made his home. He was a director of the National Bank and trustee of the Cortland Savings Bank. He was active in support of the Cortland Normal School, trustee of the Cortland County Hospital, a strong supporter of the Public Library, and an active member of the Westminster Club, an organization of men of all creeds.

Edwin and Mrs. Duffey had no children. For forty years Duffey picked promising boys from the neighborhood and sent them on to Amherst for a college education. The funds necessary he sent to the treasurer of the College. He followed the undergraduate careers of these boys, participated in their problems, helped them meet their difficulties. How many boys owe their Amherst education to him our records do not show.

Duffey was a devout Roman Catholic all his life. But when President Olds desired to appoint Arthur L. Kinsolving as director of religious activities at the College, Duffey had asked the privilege of providing the necessary funds. Kinsolving was now a life trustee of Amherst. I had known Duffey well and had been deeply fond of him, and he had been chairman of the alumni nominating committee which had first placed my name in nomination for the post of alumni trustee in 1921.

I called on Mrs. Duffey and asked her whether she would be willing to have her gift used for a new organ for Johnson Chapel instead of one for Stearns Church. She was delighted with the suggestion. She told me that Duffey, as a Catholic, had never had any particular interest in Stearns Church, but that he had always had a warm affection for Johnson Chapel, which he regarded as the center of the College. She added that the balance of her gift above the cost of the organ she hoped the College would use for the necessary work in remodeling the Chapel. I learned too that when she had made the offer three years before, she had transferred the sum of \$40,000 to a special account in a New York bank so that it would be available when called for by the College.

Then I called on Mrs. Morrow. Dwight Morrow had died in 1931 and on his death the College had received not only his generous legacy of \$200,000, but the entire balance of a trust fund which he had established on January 2, 1925. Morrow had told me of the trust fund when he established it, and had said that if I ever needed money for college purposes he would be glad to supply it from this fund. I was, as far as I know, the only trustee who knew of the existence and the purpose of the fund. Morrow's total gifts to the trust fund had amounted to \$184,000, of which \$140,000 was given in 1925 and the remaining

\$41,000 in 1927. The trustees of the fund had invested and reinvested under Morrow's advice. During his lifetime he had transferred from the fund to the College a total of \$400,726 to cover the cost of Morrow Dormitory and the endowment of the Anson D. Morse Professorship of History. At his death, the trustees under the terms of the trust turned over to the College cash and securities of a value of \$171,460.21. The College therefore received from the fund a total of over \$572,000. The expenses of the trustees of the fund had been only \$5,006.75. The increment to the fund, due to Morrow's management of its investments, had been something like 210%.

I asked Mrs. Morrow whether she would think well of a proposal that the College use a part of the trust fund which had come to us on her husband's death for the remodeling of Johnson Chapel. She too was enthusiastic about the proposal, for both she and I knew that Morrow had had a deeper feeling for Johnson Chapel than for any other building on the campus.

The question of an architect presented no difficulty, for McKim, Mead & White had already made at least two sets of sketches for the remodeling of the Chapel when it seemed likely that the work would be undertaken in the 1920's and paid for from the Centennial Gift. James Kellum Smith, '15, of the firm now prepared final plans along the lines I had already suggested. The work was done by Casper Ranger Company of Holyoke at a total cost of about \$108,000. The new pulpit designed by J. K. Smith was a gift of Mr. and Mrs. Ranger, and the comfortable bench for the rostrum was a gift from my wife and me. The building was rededicated at a formal service on May 23, 1934, with Mrs. Morrow and Mrs. Duffey as the special guests of the College. The dedication took the form of an organ recital on the new organ, which had been made by the Aeolian Skinner Organ Company. In our plans for the organ I had retained the services of Professor Clarence Watters, Organist of Trinity College. The address before the recital was delivered by the president.

I must record one technical problem which developed in the process of reconstruction. We all wished of course to have the fourteen-foot addition to the east consistent in material with the remainder of the building which had been built more than a century before. Our contractor succeeded in finding some old brick mill buildings of about a century ago which were about to be demolished, and after inspection by our architect bought the brick for use in the addition. But neither architect nor contractor could suggest a satisfactory solution to the problem of matching the old Pelham granite, of which we needed a large amount for the foundation story. The Pelham quarries had been

closed for perhaps a couple of generations. George Pratt suggested that we buy them and reopen them, but the architect pointed out that granite newly quarried from the old quarries would not have the surface texture which a century of weathering had given the granite in the Chapel.

As I was wandering over the campus one evening I thought of the answer. We had a great deal of old granite in various campus buildings. Some was in the pavement of porticoes, some in other locations where it would not be missed. With architect and contractor we selected the requisite amount and it was replaced with new stone or with concrete. The result in the Chapel addition was well nigh perfect. At the next Board meeting I made full confession and asked the Board's secretary, the late Edward T. Esty, '97, who had grown up in Amherst and who knew the campus more intimately than any other member of the Board, to take a walk with me and see if he could discover where the substantial amount of old granite had been replaced either with new stone or with concrete. He was confident that he could easily detect the substitutions, but he failed, so well had contractor and architect made the replacements.

When the work was finished, we moved the offices of academic administration to Johnson Chapel. I chose for the president's office the two rooms on the west front of the second floor. These had been used by Amherst's presidents until the 1870's for classes and offices. Later they had been called the Little Chapel and used for prayer meetings and meetings of the Christian Association. By 1932 they had been acquired by the Department of Public Speaking, which was now assigned similar space on the third floor. The rooms were furnished without substantial expense to the College. The fine Persian rug and the davenport were brought from Converse Library, where they were receiving too hard usage from thoughtless undergraduates. The mahogany center table and chairs came from the president's house, to which they were returned by my successor. The English Chippendale bookcase on the east wall was presented to the room by Mrs. King and me. And the early prints were given by me or by other alumni. The large grandfather's clock was the gift of F. Winchester Denio, '06. The davenport and chair were reupholstered as a gift of Frederick S. Fales, '96, later a trustee of the College. The mahogany side table which was an heirloom of my family was placed in the room on indefinite loan.

When I became president, the only books in the president's office were catalogues and reports. It seemed to me that the president should have a small working reference library at hand. During my years in

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office I built up such a library without expense to the College and it is now a permanent part of the office for my successors.

The president's office owed its warmth and charm to my wife, who selected the furniture which we gave and composed the room. The rarest item of decoration is of course the Gainsborough portrait of Lord Amherst. This had been in the possession of the Amherst family until, in 1932, it was sent to this country for sale as the family fortunes had declined. The New York dealer who had it for sale offered it to the College in 1933 for a sum of \$32,000, as I recall. With great regret I replied that the College had no funds available for its acquisition. Immediately, however, I brought it to the attention of my colleague, George D. Pratt, '93, who had already been generous to the College in imaginative ways. Pratt bought the painting and told me that it would come in time to the College. The painting passed to Mrs. Pratt under his will, and shortly thereafter she gave it to the College.

The restoration of the Chapel gave us large additional space in the basement which had before been unavailable for use. Here we added offices as well as the necessary equipment for a college telephone switchboard, which was placed first on the ground floor beside the Recorder's office for a year or more and then moved upstairs to the main floor. The new switchboard was a great administrative convenience, as well as a useful service for alumni and parents who wished to telephone the College on long distance. In addition, the partitions in the building which before had been of wood lath were replaced with metal lath, all old wiring was replaced with new equipment in cables, the chapel room was provided with ventilating equipment, and the walls of the building were tied together with steel to give added solidity. The whole operation was, in fact, an unqualified success. On its completion, the Sunday Vesper services were moved from the church to the chapel, with marked improvement in the dignity of the service. My own office furnished a perfect robing room for the visiting preacher and the president, and the switchboard office served as a robing room for the choir. Stearns Church stood unused.

A few months later, George Plimpton remarked at a trustee meeting that he planned to secure funds now for the restoration of Stearns Church. The following week I made a special trip to New York to try to dissuade him from any such enterprise. We talked the matter over for an hour. He wanted to know why I was opposed to the project, provided he secured new funds for the purpose. I told him that as president I intended to retain the Sunday service in Johnson Chapel and that a remodeled church would serve, therefore, no purpose whatever. Furthermore, I suggested that it seemed to me doubtful

whether a required Sunday service would outlive my own administration, and if attendance was made voluntary, the congregation would contain perhaps a score or two of students, but no more. A church seating eight hundred would be a dismal place for a service in which the congregation numbered not more than forty. Plimpton asked what I would do if he came to a Board meeting with an offer of the sum necessary to put the church in good condition. "G.A.," I replied, "I should ask the Board to refuse the offer. This would place you and the prospective donor in an embarrassing position. The Board of course has great confidence in you, but it also has confidence in me. They would not know what to do, but in my judgment they would in this dilemma support the president of the College."

Plimpton considered the matter. Then he said, "Stanley, I did not know you felt so strongly on this question. I will drop it. But I have lived to see presidents come and presidents go at Amherst. I will not bring the matter up again during your administration; but when you retire, I would like to do this, if your successor has no objection." I agreed at once.

Plimpton was then nearly eighty years old; I was fifty-three and had no thought of retirement. He was entirely serious in expecting to outlive me. It was, of course, true that he had seen eight Amherst presidents and he had seen seven of them leave office. We parted the best of friends. We had worked together on Amherst matters for some fifteen years and never before had differed on an important matter.

The third recommendation in the field of buildings and grounds which I presented to the Board during my first year in office was for the erection of a building for the game of squash, in memory of John Davenport of the class of 1858. We have seen in an earlier chapter that President Seelye had confidently expected a gift of some \$50,000 for a new chemistry laboratory from John Davenport of Bath, New York. But Davenport, as we saw, finally advised Seelye that he was not in a position to make the gift at that time. Forty-six years had passed. Davenport had died in 1895 and his will had contained a bequest to the College of \$50,000 subject to certain life interests. The bequest was to be used by the College under the terms of Davenport's will for a building to bear his name and to be approved by his trustees. The life estates had recently fallen in, and the Davenport trustees were prepared to pay over to the College the corpus of the fund when the College submitted plans for a suitable building to be approved by them.

Building costs had, of course, risen sharply in the third of a century since Davenport's death. Fifty thousand dollars would not build a very large building now, even though costs were down because of the

severe depression. In 1930, my predecessor had proposed using the fund with other funds of the College for a Little Theater, but the Davenport trustees had declined to approve on the ground that the Davenport fund would cover only a small part of the cost of such a building.

My colleagues and I turned the matter over in our minds. I asked one or two presidents of other small colleges what they would do with \$50,000 under these conditions. One of them said at once, "Build a squash building. We happen to need just that." I put the proposal under study. Amherst already had some squash courts given, as we have seen, by Mortimer Schiff, '96, a quarter of a century earlier. But the game had increased greatly in popularity in the intervening years and our courts were entirely inadequate to take care of the demand. We submitted the suggestion to the Davenport trustees and to the Amherst Board and received the informal approval of both. At the June 1933 meeting of the Amherst Board, the matter was referred to the special committee of Eastman, Maynard, and Pratt with authority to proceed.

The decision of the Board to build the Davenport Building brought into focus a problem on which various members of the Board had for some time held widely divergent views. This was the problem of the appointment of a college architect. McKim, Mead & White had been architects for the College for nearly half a century. They had designed every building built by the College except those which had been given by members of the Pratt family. The firm had designed buildings for many other colleges and universities, including Columbia, the University of Virginia, Wesleyan, Bowdoin, Union, and others. Mr. Mead had been one of the most active and devoted alumni of the College. Mead, as we have seen, had headed the Fine Arts Commission appointed by the Board, and when the Commission was reconstituted, he had named the other members. In 1928 he had died at the age of eighty-two. He had discussed with Plimpton, Morrow, and me his desire to provide funds for the erection of a Fine Arts Building on the Amherst campus, and we understood that the bulk of his substantial estate would come to the College on the death of his wife, to provide for such a building and for the endowment of the department. The firm of McKim, Mead & White continued, and the active partners were Lawrence White, son of one of the original partners, and James Kellum Smith, of the class of 1915.

The Pratts, for reasons which I never knew, had never been enthusiastic about the work of the Mead firm. And George Pratt, as we have seen, had selected Perry, Shaw & Hepburn of Boston to draw plans for the future development of the campus at his own expense as

a preparation for the model which he had presented to the College. Dean Woodbridge of the Board had the natural interest of a father in the architectural career of his son, Frederick J. Woodbridge, '21, of New York. Fritz Woodbridge had earlier drawn some sketches suggesting a possible future development of the campus which had been seen and admired by his father and by Morrow and me. And he had designed three of the house libraries. A clerical member of the Board put forward the name of Ralph Adams Cram of Boston, one of the leaders in the field of Gothic architecture.

The question was debated at some length in the Board, and it seemed clear to me that at the moment no architect could secure a strong endorsement by a majority of the Board. The problem was resolved for the time being by the appointment of a special committee composed of Eastman, chairman, Pratt, Esty, and Maynard "to consider the problem of a college architect and report their recommendations at an early meeting of the Board." And the special building committee, made up of the same men except Esty, was given authority to select the architect for the Davenport Building. Of course, as president I worked in close consultation with both committees. Eastman, Esty, and Maynard were excellent choices for the problem. They were open-minded, judicial, and unemotional in the consideration of the question. Pratt held strong views, but his health prevented his taking an active part in the discussions which followed. It was important to have him on the committee because of his long service in Buildings and Grounds and his generosity to the College, particularly in this field. On the whole it seems clear today, after a lapse of twenty years, that Maynard, although not the chairman, was the member of the committee who made the most substantial contribution to the solution of the problem.

The special building committee had the immediate problem of selecting an architect for the Davenport Building, and they agreed on James Kellum Smith and authorized him to prepare preliminary plans. The building was of course to be located on the south campus as a part of a future development of the physical education plant. The cage had already been built at the southwest corner of the campus, and we hoped some day to add a gymnasium and a swimming pool. J. K. Smith submitted sketches showing the Davenport Building in its present location and showing in outline the present Alumni Gymnasium and Harold I. Pratt Swimming Pool. After careful study the committee accepted the plans.

The general contract for the Davenport Building was let to the Bathelt Construction Company of Holyoke. John Bathelt had for years been one of the senior members of the staff of the Casper Ranger [222]

Construction Company of Holyoke, and as such had been in charge of the large amount of work done by the Ranger Company for the College. Now he had set up his own concern. His former work had been so satisfactory that the committee decided to entrust the new building to him. The building contains eight single and two doubles courts. The courts were the best we could buy. The building was unheated and no provision was made for locker rooms, showers, and toilets, as these would be included in a new gymnasium later. The exterior was designed to harmonize with the gymnasium, and the construction was as simple and inexpensive as we could provide. The main lobby was designed as a memorial room to contain a portrait in oil of John Davenport.

The building was completed in the autumn of 1934 and formally dedicated on October 26, 1934, in the presence of representatives of the Davenport family. After the formal ceremony, exhibition squash matches were played by leading professionals. The total cost of the building was about \$98,000, of which \$50,000 came from the Davenport bequest and the balance from the general funds of the College.

Soon after ground was broken for the building, Messrs. Perry, Shaw & Hepburn filed a claim against the College on the ground that the location of the building made it impossible for the College to carry out at some future date the erection of the new gymnasium which they had designed. This was true. The College, on the other hand, had not understood that it was incurring any obligation, legal or moral, to the firm when Pratt retained them to draw sketch plans for a possible future development. The Board, when it accepted Pratt's generous offer, had included in its vote a provision that the College was not obligating itself in any way to the Boston firm. Pratt's health was now such that the Board could not refer the question to him. At its January meeting in 1934, the Board referred the problem to Maynard and me for settlement. Neither of us believed that the College was under obligation, legal or moral, to the firm in Boston. We were both members of the Massachusetts bar. On the other hand, we did not wish the College to become involved in a law suit which would of necessity involve a generous donor now in poor health. We therefore worked out a compromise settlement under which the College paid a small sum to be released forever from all obligation to the Boston firm.

At the autumn meeting of the Board in October 1934, the special committee to recommend a college architect made its report. "Your committee has considered," said the report, "the relations of the College with various firms of architects during the recent history of the College. It has discussed with the President the building needs of the

College in the near future. It recommends that on all current building projects for which the Board has authorized the President to have studies made, the President consult James Kellum Smith of the Class of 1915, of New York City, and that the President shall also consult Mr. Smith as to any future building studies authorized by this Board unless and until otherwise ordered by the Board." The committee's formula avoided all mention of McKim, Mead & White, because of its doubt as to whether the Board was prepared to follow such a recommendation. The committee had, however, the experience of the past year in working closely with J. K. Smith in the construction of the Davenport Building. And the action of Perry, Shaw & Hepburn in filing a claim against the College had eliminated them from consideration, for no member of the Board regarded their claim as having substance. The vote of the Board, after hearing its committee's report, settled the matter. "Voted: That the report be received and that the matter be referred to a committee consisting of Messrs. Eastman, Esty, and Maynard with power." These were of course the men who had made the report.

Nearly twenty years have passed since this decision of the Board. J. K. Smith was then at the beginning of what has since proved to be a most distinguished architectural career. He has received the professional honors from his colleagues which Mead in his day received. His subsequent work for Amherst in the design of the buildings which the College has erected in a score of years has been so fine that it is difficult now to realize the doubt which was in the minds of many of the members of the Board in 1933 and 1934. The judgment of Eastman, Esty, Maynard, and myself has been amply vindicated by experience. Since 1934 no member of the Board has raised any question as to the college architect, and today the president of the College consults J. K. Smith on any architectural problem for which studies have been authorized, under the authority of the resolution of 1934, which has never been modified or superseded. The settlement of the church and chapel question, and the choice of an architect, removed from discussion in the Board two problems which were uncommonly vexing because of the wide divergence in the views of individual members. Before the Board met again, George D. Pratt had died at his home in Glen Cove, Long Island.

The fourth project in the field of buildings and grounds initiated during my first year was a study of the responsibility of the College for providing meals for students. The Alumni Council at my request appointed a special committee under date of December 5, 1933, to make a comprehensive study of the problem. The committee selected by the

Council in consultation with me consisted of Howard A. Halligan, '96, chairman, and Frederick S. Allis, '93, secretary. The other members were Ernest M. Whitcomb, '04, Richard B. Scandrett, Jr., '11, Walter S. Orr, '12, Carroll B. Low, '17, and Frederick J. Woodbridge, '21. Orr and Low later became trustees of the College.

The committee did an immense amount of work. It inspected the dining rooms in Delta Upsilon, Phi Gamma Delta, Chi Psi, and Delta Tau Delta. It conferred with Mrs. Carter and Mrs. Waite, both of whom had operated excellent student boarding houses in Amherst for many years. It listened to the point of view of representatives of Student Council and of the fraternities. And it studied conditions at Cornell, Colorado, Dartmouth, Hamilton, Harvard, Lafayette, Princeton, Wesleyan, Williams, and Yale; and at Andover, Deerfield, and Exeter. It presented its unanimous report under date of May 5, 1933, and the report was printed and sent to all the alumni.

The committee first reviewed the history of the problem at Amherst. In the early days the College did nothing in this field. Then it operated one or more boarding houses, or let them to concessionaires. The results were never particularly satisfactory. Presidents Harris and Meiklejohn had on more than one occasion recommended a College Commons, but nothing had come of their recommendations. I may note in passing that it is usually not enough for a president to make a recommendation for this or that building that he thinks the College needs. He may beat the drums in his reports to the Board and to the alumni, but unless he is willing to carry the begging bowl to New York and Boston and other centers of Amherst men, the building is not likely to be built. Amherst presidents were in the habit of relying on Plimpton to secure the funds needed, but even Plimpton could not do it all single-handed.

In the late 1920's an undergraduate member of Phi Gamma Delta Fraternity, with some experience in working in hotels, proposed to his fraternity that they eat as a fraternity and that he act as steward. The experiment was an immediate success and was quickly followed by other chapters, which found that they could make a dining room a source of fraternity revenue. A number of the chapters installed dining rooms, other chapters made contracts with local boarding houses. The Morrow Cafeteria, which had been installed as an experiment by President Olds, found its clientele shrinking.

The committee then presented its recommendations. In effect, they asked the College to assume direct responsibility for the feeding of the student body by providing a new building designed for the purpose. They estimated the cost of such a building as something of the order

of magnitude of \$300,000. They suggested that all freshmen and sophomores be required to eat in the college dining rooms when built, and that upperclassmen be free to eat there or elsewhere. They added that freshmen should eat as a class.

It was an excellent report and it had an immediate effect, even though there were, at the moment, no funds to implement it. It put the undergraduates on notice that their present practice of fraternity eating was not likely to continue indefinitely. It made it impossible for any fraternity in the future to raise money from its alumni for a fraternity dining room. And it presented to the Board certain concrete recommendations made by a group of able alumni after careful study. It was, in effect, notice to all concerned, including the boarding house keepers in the town, that the College was likely to take over the problem in the not too distant future. These implications of the report I took occasion to stress in my occasional remarks to the student body in chapel.

During these early months, my wife was busy developing a program for the landscaping of the grounds of the president's house. After her program had been approved by Arthur Shurcliff, the landscape architect of the College, and by the Board, she began carrying it out. The work was carried on from year to year under her direction and largely with her own hands, and at our personal expense. Later we established the Margaret King Fund by a series of gifts to the College and the costs of the landscaping program were charged to this fund. The story of the president's house is her story, and with the permission of the *Amherst Graduates' Quarterly*, I am including the story which she wrote, as a separate chapter. Her landscaping was later extended to Morgan Hall, College Hall, to the front of Converse Library, the grounds in front of the new Alumni Gymnasium, and elsewhere on the campus. The landscaping of the grounds of the president's house in particular received the highest praise from the professional landscape architects who inspected it from time to time, and added a background of rare beauty to the distinguished Georgian house which the founders of the College had built for the president in 1834.

Another early project was the Frank L. Babbott Room on the second floor of the Octagon. Early in my first year, I asked the Committee of Six of the Faculty what I could do for the faculty without the expenditure of any substantial sum of money, and I explained that we had a difficult budget at the moment. The committee replied at once and almost to a man, "Let us smoke at faculty meetings." We all laughed and I inquired, "Why not?" It seemed that it had never been done since the founding of the College. In addition, as faculty meetings

were held customarily in the Latin Room in Williston, which had no artificial ventilation, they explained that if they smoked they would soon be asphyxiated. I suggested that Professor Doughty invite us to use the lecture room of the Moore Laboratory, which had the best modern system of artificial ventilation, and at the next faculty meeting I provided cigars, cigarettes, and smoking tobacco for the faculty. But while the Chemistry Lecture Room was an excellent classroom, it was not a suitable place for faculty meetings. It was stiff and formal and did not lend itself to the informal give and take of friendly debate. It was designed for lectures, not for discussion groups. It was clear that the College needed a proper faculty room, and that faculty meetings would be more productive under such conditions.

As I studied the problem, it became clear that the large octagonal room on the second floor of the Octagon was ideal in size and location. It was then used only for storage by the Department of Music. When J. K. Smith was consulted, he made sketches which indicated that it would make the ideal location for faculty meetings, as well as for small informal lectures and discussions.

But when I approached Professor Bigelow of the Department of Music, he flatly refused to let me have it. I suggested that perhaps the needs of the entire faculty ought to take precedence over those of one department, particularly as we could supply him with other storage space elsewhere, but he was adamant.

Bigelow and I had been friends since my undergraduate days. He had graduated from Amherst in the Class of '89 and had been a member of the faculty since 1894. He had almost single-handedly created the Department of Music at Amherst and had been a leader in the fight to make music an accepted part of the curriculum in liberal arts colleges. He had accomplished this against the opposition of many of his faculty colleagues, and he was unwilling to surrender any of the ground which he had won at such cost. He was now sixty-six years old and approaching retirement.

Bigelow explained to me that the entire building was legally his and had been bequeathed to him by Professor B. K. Emerson, Professor of Geology, when Emerson moved his work to the Biology-Geology Building. Of course it was impossible to yield to this argument and establish the precedent that members of the faculty disposed of the use to be made of college buildings. I explained that the Octagon in fact belonged to the College, and that under the statutes of the College the president was charged with the responsibility of determining the use to be made from time to time of our different buildings. I added that the question would go to the Board, and as he had two classmates

on the Board (James and Woodbridge), he could be assured of a fair hearing.

Then, on December 7, 1933, occurred the death of one of our most generous and devoted alumni, Frank Lusk Babbott of the Class of 1878. We had known each other well for many years. He had received the honorary degree of Master of Arts on the commencement platform in 1903, when I received my Bachelor's degree. Under his will Amherst was to receive one third of his estate, the largest gift the College had ever received for general college purposes. A few months later I proposed to the Board that the College use its own funds to remodel the second floor of the Octagon, that the room be named the Frank L. Babbott Room, that an appropriate marble tablet be placed over the entrance, and that a portrait in oil of Mr. Babbott be commissioned and hung over the fireplace. The Board gave its immediate approval and the work was undertaken.

The result was the most distinguished room on the campus. The little gallery and the spiral staircase, both already there, make it unique. Windows were cut through the walls and a dome constructed in the ceiling. A large mahogany table was ordered for the center and comfortable benches built around the walls. These, with a number of easy chairs placed in concentric arcs, give a seating capacity adequate for the entire faculty. The white marble tablet over the entrance was cut from the same block of stone which had been quarried for the Tomb of the Unknown Soldier at Arlington. On May 3, 1935, the room was formally dedicated in the presence of the members of the Babbott family; the address was delivered by Professor George F. Whicher, who had recently been named Professor of English on the Frank L. Babbott Foundation. The cost of the room and the furnishings was about \$15,000.

The Babbott Room has proved to be one of the most useful rooms in the College. Faculty meetings are held in a different climate there from the one that prevailed earlier. Week after week the room is in use for conferences, informal talks and lectures, large committee meetings, and other purposes. Later the Board approved a suggestion that we commission Ercole Cartotto to do a series of portraits of senior members of the faculty and of some trustees to hang in the room. The portraits, done in charcoal, crayon, and silver point, make a unique collection by a single artist, and add greatly to the interest of the room.

The creation of the Babbott Room set at rest, it is hoped for all time, the question that had long been mooted as to whether the Octagon ought not to be torn down as an architectural monstrosity. In the 1920's a majority of the Buildings and Grounds Committee of the Board

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Davenport Squash Building (foreground), first unit of the new Alumni Gymnasium quadrangle, from Memorial Hill; Harold I. Pratt Pool at left



Amherst Alumni Gymnasium

had held a meeting which I had been unable to attend and had drawn a report making just this recommendation. The Committee had obtained from Herbert J. Kellaway, our landscape architect at the time, an estimate of the cost of removing the hill. His estimate, based on the removal of some 52,000 cubic yards of earth, relocating drives and walks, loaming and seeding, came to \$67,000, exclusive of the cost of removing the building itself. The report was presented to the Board and I had led the debate against the proposal.

The building had been built in the darkest days of the College with funds given by generous donors. It could be adapted for the needs of the College today at a much lower cost than would be involved in building a new building of equal cubic contents. I argued that if we now tore down a building given a century before by some thirty donors, it would discourage potential donors today in the consideration of projects of present need. Chief Justice Rugg came to my support in the debate with such vigor that even the signers of the report did not wish to enter the lists against him and they withdrew their recommendation. The Frank L. Babbott Room now made the building a memorial to a most generous donor to the College in the twentieth century.

Another memorial room followed, this one for Edward Hitchcock, Jr. Day after day, as I left the president's house for the campus, I saw Morgan Hall and the empty stacks in the rear. Something could be made of this unused space, something ought to be made of it. But what? In the spring of 1933 I brought the matter to the attention of the Board and at the Commencement meeting the Board approved in principle the removal of the stacks and the utilization of the space. Later they authorized the special building committee to have studies made by our architect. Across the town common, in the basement of Converse Memorial Library, was the Memorabilia Collection of the College, which had been initiated by "Old Doc" Hitchcock and maintained by a member of the staff of the library in his spare time. It comprised the raw material of the history of the College. In Converse it occupied valuable space which the library needed for its growing collection of books. It deserved a room of its own where it could be properly organized and made available to those who wished to consult it. The Collection had been one of the far-sighted projects of the Old Doctor, who was always looking ahead to what the College might need some day; now it was gathering dust and was almost forgotten except by the library staff who grudged it the space it occupied. Why not build in Morgan a memorial to Dr. Hitchcock, where the memorabilia collection could be organized and made available?

With the approval of the special building committee, J. K. Smith,

prepared sketches showing the beautiful memorial room which we now have, as well as the large storage space for the records. This was just what I needed to work with, to interest some donor in the project. I talked the matter over with James Turner, '80. He was enthusiastic about the suggestion but said it was not for him. I did not urge him; Jim Turner never needed urging when his alma mater was concerned. Then it occurred to me that I might approach a classmate of Turner's, Arthur N. Milliken of Boston.

Milliken was a Boston lawyer who had retired. As an undergraduate he had been a member of the same fraternity as "Old Doc." He had married the daughter of Charles Marsh of the great Jordan Marsh store; but his wife had died and they had had no children. When the Class of 1880 on its fiftieth reunion had given the College an endowment of \$160,000 for the Professorship of Greek, Turner and Milliken had underwritten the gift. Milliken was now an old man in frail health and I had never seen him either in Amherst or at Boston dinners. I called him on the telephone and the following conversation took place.

"Good morning, Mr. Milliken, this is Stanley King of Amherst. I am to be in Boston in a few days. May I call on you?"

"No," he replied, "I don't want to see you. I am an old man. My health is poor and I am seldom in my Boston office."

"I am sorry, Mr. Milliken, that you are not feeling well. What I had in mind really was to ask if I might call on you at your home in Cohasset. I shall have my car and should be delighted to drive out to pay you a brief call of respect."

"No," came back the reply. "I don't want to see you. I know what you want and I am not interested. I am sorry but I shall not be able to see you if you call."

"I am very sorry, Mr. Milliken. Of course in that case I shall not trouble you. You have been very generous to the College, most generous. I have never had the privilege of meeting you. I know of course a number of your classmates, and next week I expect to see Jim Turner in New York. May I give him your good wishes?"

"Yes, give Jim my warm good wishes, Mr. King. And tell him what you were planning to talk with me about if you had come to see me."

"I would like to make a memorial room for 'Old Doc' in Morgan Library, and I hoped you might wish to help," I said, picking up hope.

"How much would you have asked me for, if I had been interested?"

"I don't know, perhaps \$5,000," I replied tentatively.

"No, I am not interested," Milliken replied at once. I thanked him and rang off. It seemed clear that the telephone conversation had been

a poor gambit. I should have driven down and rung his doorbell, I reflected ruefully.

It was September 24, 1934, and something prompted me to look in the Biographical Record before telephoning Jim Turner. I saw it was his birthday. I called him in New York and wished him many happy returns and asked him if I might see him the following week in New York. He invited me to lunch at his club.

When we met, he asked how I had gotten along with his classmate, Milliken, and I replied by asking him how he knew I had been in touch with Milliken. He took a telegram out of his pocket and handed it to me to read. It ran as follows:

“President King telephoned me to ask me for \$5,000 for memorial room for Old Doc. I told him I wasn’t interested. Frankly I am interested. Could give more. Find out all you can about King’s proposal and write me your views. Regards.”

What a man, what an outcome of an unsuccessful telephone conversation! Turner and I had a very happy lunch. I briefed him thoroughly on the project. In a few days I had a letter from Milliken. It was short, almost brusque. It said in effect — here is a check for \$10,000, build the room for Old Doc and don’t bother me about details; get it done, for I am an old man.

The next month, at its autumn meeting, the Board accepted the gift and authorized the special committee to proceed at once. We let the contract to the Bathelt Construction Company of Holyoke. As often happens when one attempts to remodel an old building, one finds hidden conditions to be worse than one anticipated. The roof of Morgan was such a case. The stone cornice, which has a substantial overhang, was in dangerous condition; we wondered why it had not fallen long ago with imminent danger to life and limb of students and faculty passing and repassing. We had to repair the cornice of the entire building.

The seven stories of iron stacks were removed and we used the metal gratings of the floors to pave a muddy section in the Wild Life Sanctuary. New floors of reinforced concrete were installed, giving us a fire-proof section of the building with three floors instead of seven. The walls of the Memorial Room were paneled in mahogany.

The following spring I received another letter from Milliken asking me how much the project was costing. I replied that the cost would run to \$20,000 but that he was under no obligation whatever, as the Board would use other college funds for the overrun. He sent me back

a brief letter saying that this was what he had expected, and enclosed another check for \$10,000.

At the spring meeting of the Board, the Committee on Honorary Degrees recommended the award of an Amherst Medal to Milliken, and the Board approved. When I advised Milliken, he replied that he would be unable to come to Commencement to receive the award. A few weeks before Commencement he wrote again that he would come to Amherst but could not attend the formal exercises. Mrs. King invited him to lunch at the president's house with the official guests of the College and he sent his regrets. I suggested that I would confer the Medal in his room at the Inn.

Arthur Milliken came to Amherst and attended the formal Commencement exercises in College Hall. I appointed a young member of the faculty to be his escort and to take him wherever he wished to go, and in particular to show him the Hitchcock Memorial Room, which was nearing completion. Milliken did not feel able to come to the platform with the academic procession and so sat in reserved seats with his escort in the front row of the audience. I went down from the platform and conferred the Amherst Medal with an appropriate citation.

After the exercises he walked across to the president's house with Jim Turner and there Mrs. King found him. He said he was having such a good time that he hoped she would permit him to stay to lunch even though he had declined the invitation earlier. He looked so frail that Mrs. King decided to take no chances; she rearranged the place cards and placed him at a small table with a charming lady and two distinguished physicians who were back for reunion. He had a happy week end.

Eight months later he died in Boston. Under his will the College received a bequest of \$300,000 without restrictions.

In the autumn I received a call from James N. Worcester, '06. Worcester had had a distinguished career as a surgeon until 1932, when he had been set upon by thugs in Central Park in New York as he was returning home one night and beaten so severely that he had to give up his practice and retire. He had just returned from a summer holiday in England, and on landing in New York had taken his smart sports car to drive to Amherst.

He had spent the night at some inn along the way, and on arriving in Northampton had parked his car and entered a barbershop for a shave. When he came to pay, he found that he had spent all his change and all his small bills and had only some one hundred dollar bills which he had taken abroad and not used. He handed the barber one of these and the barber asked him to wait while he went out to get it

changed. A few minutes later the barber returned with two policemen who promptly placed Worcester under arrest, took him to the police station and locked him up. The police refused to give any reason for his arrest or to answer questions. Worcester asked them to communicate with the president of Amherst College or with Judge Harry Field of Northampton, one of the best known citizens of the city, but this request was refused. Several hours later he was released with profound apologies and was asked not to report the experience. The police expressed regret at the mistake they had made.

Worcester had arrived in my office directly after this experience, and said he was so happy to be out of jail and on the Amherst campus that he would like to make an immediate gift to his alma mater. I asked him how much he had in mind, and he replied that his checking account could stand a gift of \$5,000. I told him of the Hitchcock Memorial Room, for which the College had no operating funds, and Worcester handed me his check for \$5,000 for this purpose. My wife and I met him a few months later at Palm Beach, but he died in January 1936. He was a nephew of Jim Turner, '80.

The projects we have discussed thus far had not been difficult undertakings. The remodeling of the Chapel had been paid for with Mrs. Duffey's generous gift and the Morrow trust fund, the Davenport Building had come primarily from the Davenport bequest, and the house libraries and memorial rooms had been relatively small projects in terms of cost and had been met by special gifts. But the College was facing a major enterprise which could be carried through only with the organized assistance of the alumni body as a whole. Whether it could be financed successfully in the trough of a severe depression was of course dubious. If it could be financed, this was obviously the time to initiate the project, for building costs were now at a relatively low level.

The College needed a new gymnasium. Pratt Gymnasium, built in 1883 for a college of three hundred and fifty students, was grievously inadequate for the college of seven hundred and eighty-five students. Furthermore, the methods of the Department of Physical Education had changed radically in fifty years. Amherst had been the leader in this field and now its equipment was hopelessly obsolete measured by the standards of the present. If we were to have a new plant, we must mobilize undergraduates, alumni, and trustees in a major common effort.

The student body knew the need at first hand. All that was necessary was to canalize their enthusiasm. Student Council, under the leadership of Arthur English, '35, and the editors of *The Student*, were eager to give their full cooperation. With my approval the editors of *The Student* opened the campaign on January 11, 1934, with the first of a series

of articles calling for an all-out effort to secure a new gymnasium. The undergraduate editorial board must steer a middle course. They must make the case for a new building clear, but they must not criticise the Pratt Gymnasium so caustically as to irritate the Pratt family who had done so much for the physical education plant of the College. The students visited other colleges with better equipment and wrote careful reports for publication. The editorial board wrote persuasive editorials. The campaign was well executed.

At the same time Student Council, after full discussion, voted to assist financially. They passed a vote unanimously, calling on the College to levy a student tax of \$10 per student for four years, to be collected on the term bills and credited to a gymnasium fund, with the provision that if the building were not built in that time the money should be refunded. This meant, if the trustees approved, that the undergraduate body would contribute some \$32,000 over a four-year period. I conferred with Student Council and suggested that the tax be only five dollars for students receiving scholarship aid. More than half of the Student Council were young men on scholarships. They replied at once that they preferred to share on the same basis as the others, and that they would give up certain things in order to meet the tax. The proposal then received the endorsement of the student body as a whole.

I asked the Alumni Council at the same time to appoint a committee to study the gymnasium problem and the Council selected Walter S. Orr, '12, as chairman, Frederick S. Allis, '93, as secretary, and Frederick S. Fales, '96, C. Boardman Tyler, '98, Eugene S. Wilson, '02, Eugene F. Williams, '07, Richmond Mayo-Smith, '09, C. Kingman Perkins, '12, and Richardson Pratt, '15. The committee was broadly representative geographically, with members from Boston, New York, Chicago, and St. Louis.

At the Commencement meeting of the Board in 1934 I presented the matter to the trustees. They were very doubtful of the wisdom of proceeding with an organized campaign at that time, particularly the trustees from New York City. The climate in New York was then at the low ebb of discouragement. Even George Plimpton was doubtful and talked with me privately, saying he did not wish me "to stub my toe" when things at the College were going so well. There was the comment too that no Amherst campaign for funds had ever failed and it would be unwise for the College to break this record of confidence. Why not wait? I replied that I was prepared to accept the challenge of possible failure, if they would permit me to proceed. The Board reluctantly, and against its better judgment, gave its assent. Specifically, the initiation of a campaign for funds was approved.

We started with \$1,000 which had been contributed by the student body in 1931 for a George Daniel Olds Gymnasium. I myself now made the next gift, for I have always believed that if one is to ask others for gifts, one must give first oneself. Then I took the train for New York with my begging bowl. The Walter Orr committee was in general charge. Fales headed the Atlantic Coast states, Mayo-Smith the New England states, Perkins the Chicago area, Williams the southwest, and Wilson the far west. Class representatives were appointed for each class from 1886 to 1934. There was a Committee of Fifty of the important alumni. And there was a special gifts committee under my chairmanship. In any campaign the bulk of the total amount must come from special gifts. With me on this committee were James, '89, Breed, '93, Stearns, '94, Eastman, '95, and Herbert L. Pratt, '95.

Orr presented the matter to the meeting of the Alumni Council in November 1934. An excellent leaflet illustrated with an architect's drawing of the proposed building was prepared by Bruce Barton, '07. The general campaign was under way.

My first call was made on George Plimpton, the chairman of the Board. Plimpton declined, saying he was "as poor as Job's turkey." I took up the challenge. As Plimpton had been raising money for half a century, he knew all the defenses. We were the best of friends, but now I was trying to raise money at a time when he thought it unwise, and he brought up his defenses. I offered to take and cash his I.O.U., but he declined. We fenced for an hour, and I saw that I was making no progress. He asked what the Pratts were giving and I replied that I was calling on them next, but that I could make no further calls until I had a contribution from the chairman of the Board. Finally, I asked him what he had done with the large sum he had received a year before in the sale of some New York real estate.

"How did you know about that?" said Plimpton.

"You told me yourself and asked my advice as to how to invest it. Did you by chance follow the advice I gave you?"

Plimpton smiled. "Yes, Stanley, I followed your advice and it has proved to have been excellent advice, excellent."

"All right, G. A.," I said, "now I am here to collect my fee. Five thousand dollars in a check to the order of the College."

It was forthcoming at once. I have always thought that Plimpton liked me better after that interview. He respected a man who held on and finally obtained a gift. Besides, he had enjoyed the game. My final play had been checkmate, and he had conceded.

From Plimpton's house I went directly to 26 Broadway to call on Harold Pratt. He was very cordial and I told my story and asked him

if he would be willing to confer with his brothers. As his nephew, Dick Pratt, was on the Orr committee, Hal already knew the story and had his answer ready. He told me that this was no time to think of raising money, no time to think of building a gymnasium, and no time for an alumni campaign, and ended by saying that the Pratt family did not care to come in on the program. Hal was calm and courteous, but firm. I accepted his answer and did not argue the question. I said, however, that Amherst was going ahead to raise the money, that we were sure to succeed, that we would build the gymnasium, but that the Pratts had always been most generous to the College and if they did not wish to participate in this particular enterprise we should have to build without their help. My answer, I am sure, surprised him. I rose to leave. He then said that he didn't think I could succeed, but that if I did, he wished I would call again and talk with him about it. To this I said no, that I never called twice on the same errand. "But," I added, "you know my address in Johnson Chapel."

My calls on Plimpton and Hal Pratt were clear evidence that we were to find it hard going. In the following months I called on most of the wealthier Amherst alumni, and Orr and his committee did yeoman work among the alumni as a whole. Every alumnus on whom I called in person made a substantial gift, though none as large as I had hoped for. One whom I asked for \$10,000 gave me \$500. Many said that I might call again a year later, and when I did they gave me a second check. But none wished to pledge ahead. A year later I was able to report to the Board that we had gifts of \$250,000, of which \$150,000 had been paid in.

During the winter, the Orr committee retained the full-time services of Frederick J. Woodbridge, '21, for the campaign. Then Bert Pratt sent word to me that Hal wished to participate and so did the other brothers. The Pratts made a generous gift. We were thus making steady progress.

In April 1935, the Board authorized the moving of the large house on South Pleasant Street which had been given to the College by Frank L. Babbott, Jr., and was now occupied by Professor S. R. Williams. During the summer the house was moved across South Pleasant Street to its present location at 22 Hitchcock Road. In the autumn the detailed plans for the building were complete, and in November a contract was let for the Alumni Gymnasium. The contractor was Charles T. Wills, Inc., of New York. The cost of the gymnasium was about \$290,000. In September 1936 the new gymnasium was opened.

In 1936 Herbert L. Pratt, '95, was elected to the life Board to succeed his brother George. Herbert told me that his brother Hal wished to give a new swimming pool, but was afraid he could not afford the
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entire cost, and asked me for figures. As a result of our talks, I was able to announce that the pool was assured by gifts from Harold and Herbert of \$50,000 each, by the bequest of Charles M., and by gifts from Mrs. Charles M., Frederic, and Richardson. With the approval of the donors it would be named the Harold I. Pratt Pool. The pool was formally dedicated on November 5, 1937. The cost had been \$161,000, and the architect, of course, James Kellum Smith.

The cost of both the Gymnasium and the Pool, therefore, was approximately \$451,000. Of this amount, about \$252,000 was contributed by alumni and friends of the College, \$34,000 by undergraduates, and the remainder came from surplus income and other funds of the College. I may add that the pledges were paid in faster than the contractor's bills were received. When the buildings were completed, the College was in funds to pay the final bills.

Amherst now had as fine a physical education plant as any college in the country and it was the result of the joint efforts of undergraduates and alumni. The enterprise gave a new sense of confidence to the alumni and tied them more closely to the College. It was a sound accomplishment.

The total amount of the pledges for the gymnasium had been \$291,224. Of this amount, 99.06 per cent was paid in. There were thirteen hundred contributors, and when the work was finished I wrote a personal note to each. The special building committee, after letting the contract, entrusted its detailed administration to Maynard and me. We both kept in constant touch with the progress of the work, I almost daily, and Maynard so frequently that he was constantly on the road between Boston and the campus. The contractor placed vice-president Rapp in entire charge of the operation, and he proved to be as able a man as Maynard and I had ever come in contact with in our building operations. While literally hundreds of men had contributed to the success of the operation, the key men who were the recognized leaders in the enterprise were Maynard of the Board, Orr of the alumni, and Art English of the undergraduates. The College owes a deep debt of gratitude to each of them. The buildings have stood the test of a dozen years of use in peacetime and in the heavy load placed on the facilities in World War II. The design of James Kellum Smith, the administration of the contracts by his associates in the firm of McKim, Mead & White, and the large amount of preliminary work in the planning stage of the operation, which was well done by the members of the Department of Physical Education under the leadership of Eli Marsh for the gymnasium, and "Tug" Kennedy for the pool, made possible the result.

Chapter XI

FLOOD AND HURRICANE

Some of us in Amherst still refer to the year 1936 as the year of the flood. And because the college plant assumed successfully the burden of housing and feeding and providing health services to four hundred refugees from the town of Hadley in addition to the normal undergraduate population, the story of the 1936 flood may properly be told here. Ten days of unseasonably mild weather had melted the winter snows in the Connecticut River watershed, and five days of rain — four of them with heavy precipitation — provided the conditions for flood waters of record-breaking proportions.

My personal diary contains the following summary:

March 18, Wednesday. N.Y. Rain all day. Severe floods. Up at three and changed to coach for Springfield. Home at eight. Floods rising. Hadley evacuated at 11:00 p.m. and moved to our Gym and Cage.

March 19, Thursday. Light rain, clearing. Floods pass all records. We organize relief for Hadley refugees. Sunderland bridge goes down; other bridges closed. Hamp cut off. Conditions in Springfield critical.

March 20, Friday. Clear, warm. Springfield, Hartford, Northampton isolated by flood. We are housing and feeding four hundred refugees from Hadley.

March 23, Monday. Clear, warm. Refugees begin to return.

March 27, Friday. Heavy rain. College closes for Easter. Last refugee leaves.

On the preceding evening (Tuesday) I had kept a long-standing engagement to speak to the alumni in Philadelphia. At midnight a few of my friends had escorted me to the Philadelphia station to catch my Pullman sleeper for Springfield. There we were told that the sleeper would not come through because of flood conditions in western Pennsylvania. My friends urged me to return to the club for the night, but I said that if there were floods in Pennsylvania, there would doubtless be floods in the Connecticut Valley, and I must get home. As there was no Springfield sleeper, I caught a few hours' sleep on a Boston

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Pullman, left the train at New Haven, and caught the milk train up the valley to Springfield. There flood conditions were serious and I drove to Amherst over back roads away from the river. Throughout the day we kept in touch with conditions by radio. The crest had not yet reached the Turners Falls dam.

That evening at eleven the Chief Selectman of Amherst telephoned me that the State Police had ordered the immediate evacuation of the entire populations of Sunderland and Hadley. He was asking the Massachusetts State College to take the Sunderland people. "Will you take the people of Hadley?" he asked.

There was no time for reflection. Automatically, I said, "Yes, of course."

"Where shall they report?" he asked.

"Pratt Gymnasium," I replied. He rang off.

I telephoned Lloyd Jordan, director of intercollegiate athletics, an able and resourceful organizer, and Henry B. Thacher, superintendent of buildings and grounds, and asked them to take over. Thacher called in a number of his staff, opened up Pratt Gymnasium and the Cage, broke out our supplies of beds, blankets, and pillows which we used for Commencement crowds, and opened up Morrow Cafeteria. Jordan alerted his colleagues in physical education, called out his undergraduate managers and captains, mobilized all undergraduate automobiles and a number of faculty cars, and obtained some volunteers among faculty wives. All cars, under the direction of State Police, ran a shuttle service between Hadley and the campus, bringing in loads of the inhabitants of Hadley who had been so suddenly ordered out of their homes by the police. Traffic control points were set up by Jordan so that the shuttle service could operate without traffic jams. Faculty wives took over at Morrow Cafeteria and began making doughnuts and coffee. Others made beds in the Gymnasium and Cage. A professor of fine arts helped a Hadley farmer rescue his cow.

At two in the morning, four hundred men, women, and children, including babes in arms, were in bed on our campus, and each had been served with hot coffee and doughnuts. Jordan then posted guards for the night and wrote out a report which included suggestions for immediate action the following morning. The report was in my hands before breakfast. The State Police then closed the Hadley road to traffic.

Jordan, Thacher, and I conferred before chapel the next morning. At chapel I asked the student body for volunteers. First, we needed a few students who spoke Polish to act as interpreters, and second, we needed students to act in their off hours in the organization and direc-

tion of play groups for the refugee children. We found both in our student body. Next, we needed to organize at once an emergency health service. Both college physicians were residents of Northampton. But Northampton, which yesterday was seven miles away, was now at least fifty miles away by car, as bridges both to the north and south were closed. In addition, the mayor of Northampton had declared an emergency and ordered all Northampton physicians to stand by for emergency service. Dr. R. Sheldon Clapp, '23, of Amherst, took over for the College and the refugees.

Emergency conditions now existed in Northampton, Springfield, and Hartford. There was no train service north of Hartford. Many bridges were down to the east of us. But one main road to Boston was still open. Jordan ordered a truckload of dry foods shipped up from Boston at once. The Sunderland bridge went down. We kept a radio on for news bulletins. Would the Turners Falls dam hold? Would our electric power be maintained? Newspapers in Holyoke, Springfield, and Hartford suspended publication, and no outside papers were brought in.

Our Hadley neighbors had nothing to do. They were served three meals a day in Morrow Cafeteria, their children were organized in play groups, our staff policed both Pratt Gymnasium and the Cage to maintain satisfactory standards and prevent deterioration into conditions of chaos. Our nurses checked health conditions. The local moving picture theater opened its doors for free performances for the Hadley people.

In the absence of newspapers, rumors spread. The father of one of our students telephoned from Washington that in view of the epidemic of scarlet fever on our campus he wished the Dean to send his son home on the next train. The Dean explained that we did not have a single case of scarlet fever. The father then said we were to send his son home on the next train because of the flood danger. The Dean explained there were no trains and the father asked for a special train. The Dean explained that the tracks were all deep under water, but that the son, if he wished, could take a taxi to Boston and then catch a regular train to Washington. The father changed his mind and allowed his son to remain with the other students.

The Turners Falls dam held. The flood crest passed down the river. The Red Cross set up emergency headquarters in Hadley. The State Police advised us that they would permit the repatriation of the people of Hadley. We knew what these people faced when they saw their homes and farms as the water subsided. We were confronted with a new problem.

How should we get them to go home and take up again the business of life when they were being fed, housed, and entertained in Amherst without expense? A formula occurred to me, and I passed it on to Jordan, who was in charge. He announced that they were free to go when they wished, but that traffic was one way. When a family wished to go home to see conditions, it was free to go, but it could not return to the campus. On Monday, the 23rd, the first of the Hadley refugees returned to Hadley. They could not come back and tell the others what conditions they found. The formula, based on normal human curiosity, was effective. By the 27th, Friday, the last of the refugees had left, and the College closed for the Easter recess. Smith College had not had to face the problem; its students had gone home for the Easter holiday just before the flood.

The people of Hadley were deeply grateful to the College, and we received a touching acknowledgment from the officers of the town. I replied that the people of Hadley had contributed generously in accordance with their means to the Charity Fund of the College over a century before, and that the College was glad to have been able to be of service in this emergency which had befallen their successors.

After the Easter recess the College returned to normal. It had suffered no direct effects from the flood, though the flood waters had reached nearly to the Hadley-Amherst line on Northampton Road. At the spring meeting of the Board, on April 18, I presented a new problem to the trustees — the condition at Pratt Health Cottage. I had been concerned about our program for the care of sick students ever since I took office and I had discussed the matter at length with Dr. Nellis B. Foster, '98, of the faculty of Cornell Medical School, Dr. Walter W. Palmer, '05, of the faculty of Columbia Medical School, Dr. Robert B. Osgood, '95, of the Harvard Medical School, and Dr. Arlie Bock, chief of the health service of Harvard University. Our college physician, Dr. Frank H. Smith, '93, had just retired for reasons of health, and Drs. Edward J. Manwell, '25, and Stephen Brown, '28, had been appointed our college physicians to serve on a part-time basis.

My report to the Board pointed out that Pratt Health Cottage had been built in 1897 and had represented sound practice at that time. It stood on our books at a figure of about \$25,000. Now we were in the position of housing our well students in fireproof dormitories or in fireproof or fire-resisting fraternities, while we housed our sick students in a three-story frame building located at a distance from the Fire Department and at a point difficult of access to the department under winter conditions. The Health Cottage had been built for a college of

three hundred and fifty students; now we had a student population of more than twice this size. We had had three serious illnesses during the year, one of meningitis and two of pneumonia, though fortunately all had recovered. And our sickest students were housed on the third floor of Pratt Cottage.

I added that of course I had no responsibility whatever for this situation, as the Pratt Cottage was under a Board of Management appointed under the deed of gift and the president of the College was not a member. The Board of Management selected the superintendent and the nurses and decided on the standards to be maintained. The president of the College was responsible for all other aspects of the life of the institution and for all other members of the college staff except those at the Pratt Health Cottage.

No report that I had before presented to the Board made so immediate an impression on the trustees. They realized at once the seriousness of the situation, and they realized too that here the responsibility lay directly with the Board. The Board at once appointed a committee to study the problem and report back at the next meeting. Maynard proved to be the spearhead of the Committee.

At the June meeting, eight weeks later, the committee reported. The Board then authorized the Executive Committee to build a new infirmary, select an architect, select the site, get plans and estimates, and let a contract. This action was taken at the same meeting at which the Board authorized us to proceed with the construction of the Harold I. Pratt Pool. Maynard and I were the members of the Board to carry out this mandate.

The plans were, of course, put in the hands of James Kellum Smith. We consulted Dr. Walter Palmer, '05, as well as Dr. Frederic A. Washburn, '92, who had had a long experience as superintendent of Massachusetts General Hospital in Boston. The final plans provided for fourteen private rooms and two wards, two solaria, and a living room, all on the main floor. The superintendent's suite, nurses' rooms, and a guest room were on the second floor. Kitchen, staff dining room, store room, and an emergency ward were on the ground level. The plans gave us a normal capacity of twenty-eight, an emergency capacity of forty, and would enable us to care for a hundred in case of an epidemic. In February we let the contract to Charles T. Wills, Inc.

One solarium was a memorial to Professor Frederic L. Thompson, '92, and the other to Dr. Paul C. Phillips, '88, who had headed the Department of Physical Education between Dr. Hitchcock's term and the appointment of Eli Marsh. From Frederick T. Bedford, '99, we received a generous gift of \$5,000, part of which furnished the living

room, leaving some \$1,300 as an endowment of which the income was earmarked to purchase books for the living room library for our patients' use.

The cost of the entire program was about \$179,000 and was met from the bequest of Arthur N. Milliken, '80. A tablet in the entrance lobby records Milliken's generosity. The building was ready for use at the beginning of the next academic year, and Pratt Health Cottage became surplus. The Board authorized its sale to a group of public spirited men [in the town] for \$2,500, who resold it at the same price to the town of Amherst as a part of its development of a public children's playground.

A third major project initiated in 1936, the year of the flood, was an addition to Converse Memorial Library. When the library was built in 1917, the sidewalk superintendents had said that the College would never need so large a building, repeating the contemporary comments when Morgan was first erected. But a college's collection of books grows. And the growth, while imperceptible from day to day, reaches the proportions of a flood. At the January meeting of the Board in 1936, I reported that our stacks would be full in five years, that the size of the student body made imperative additional reading room space, and that more space was needed for the staff. I suggested that the studies which had been made by the library staff indicated that a forty-foot addition to the east was perhaps the best solution to the problem, and that action should be taken before the situation became acute.

Teaching methods had changed in a number of subjects since the building was built. In many courses the students were expected to do a large amount of reading in a selected list of authorities, duplicate copies were bought and put on the reserve shelves, and the students in these courses did their studying in the library building and not in their rooms. To relieve the congestion, the College had already established the house libraries in the dormitories and, in addition, had provided temporary relief by making the third floor of Williston into a freshman reading room. This was at best a temporary expedient, and, furthermore, it had provided us with no additional stack space.

The Board authorized further studies; further reports were presented. In June 1937, the Board authorized the Special Building Committee to let a contract. Charles T. Wills, Inc., was again the successful contractor.

The Board left the details of interior arrangement, and the Committee left the detailed administration of the contract, to Maynard and me. The extension gave us additional space of some 192,000 cubic feet.

It provided two more reading rooms, a Treasure Room for our rare books, the needed additional space for staff, seven stories of stacks, and a large number of cubicles in the stacks for faculty, advanced students, and visiting scholars. Our studies indicated that the facilities would be adequate for a period of twenty to twenty-five years. The cost of the addition was about \$172,000.

At the same time, and with the approval of the Board, J. K. Smith made studies of what we might do a quarter century later when these facilities were fully occupied and still more stack space became a necessity. Sketch plans were prepared of a possible new building to be erected on the vacant lot to the north now used as a parking lot. The plans provide for adequate connections between the two buildings, as well as for further additions to the east on College Street. What the Board will do in the years to come to cope with the growing collection of books is, of course, their problem. But the Board in 1937 voted to reserve the location to the north for possible further growth of the library plant and ordered the sketch plans filed for future reference. For a score of years at least, the problem had been taken care of, and the addition has proved to be sound in interior arrangement.

A fourth project had developed in the same year. For nearly a decade there had been talk of the need of a little theater on the campus. The work of the Masquers under the direction of Professor Curtis Canfield had attained a high standard of excellence which was recognized outside the college as well as within our walls. The productions had been staged in College Hall for want of any better place. The Alumni Visiting Committee to the department, under the leadership of Frederick S. Fales, '96, and Richard B. Scandrett, '11, had urged that the College take action to provide adequate facilities, but no funds of any magnitude had been available.

Then Richard MacMeekin, '34, took hold of the problem. As an undergraduate he had been interested in the Masquers and had been one of the party that went to Vienna in the summer of 1933 under Canfield's leadership, to put on a group of American plays in the Schönbrunner Schlosstheater at the invitation of the Austrian government. The trip had been financed at the time by a grant from the income of the Clyde Fitch Fund, and I had felt that Clyde Fitch would have been happy that a group of his college had been able to accept the invitation of the Austrian government to present plays in that historic theater. The year after MacMeekin's graduation he had served as assistant to the president in my office. Then, after a year in the employ of Socony, he returned to the College to accept the post of director of admissions.



Converse Library, showing addition at rear



Entrance to the new Infirmary



The Infirmary from Hitchcock Field

During his year with Socony, he had lived in Cambridge with Dwight W. Morrow, Jr., who had been my assistant the year before, and the two young men, filled with enthusiasm for their alma mater and its development, had discussed how they could add to its facilities. MacMeekin decided that he would attempt to secure a little theater for the Amherst campus. He discussed the matter with his father, James MacMeekin of Philadelphia, and later brought me into conference with his father.

James MacMeekin had been a close friend of Dr. Ellwood R. Kirby, a Philadelphia surgeon, and on Kirby's death had been made a trustee of a fund for distribution to charity. Kirby had never married and had no close family connections. His life had been devoted to his profession, and his avocation had been the theater. As a result of the persuasive efforts of the young MacMeekin, his father discussed with me a proposed gift of some \$100,000 for a little theater in Amherst as a memorial to his friend Kirby. And at the request of the elder MacMeekin, I asked J. K. Smith to go to Philadelphia for a conference on the subject. MacMeekin's first allocations from the trust fund were for projects in the field of hospitals in the city of Philadelphia. He would think seriously of transferring the residue to Amherst.

Prolonged negotiations resulted. The College's need for a new infirmary and for an addition to the library were obvious to Board and faculty. The same was not the case when we discussed a little theater. Few colleges had such a building; even Harvard had no theater except Sanders, which had been built years before and served other purposes. Only one location seemed possible for a building in which the stage house would rise to the height of a seven-story building, and this location would require the moving of the Boyden house, which was then occupied by Professor and Mrs. Hopkins. Some of the faculty were dubious about the wisdom of the project as well as some of the Board. But in time all the questions involved in the proposal were ironed out. Mr. MacMeekin made a formal offer and the Board authorized us to let a contract.

Plans were drawn by James Kellum Smith, the college architect, who retained S. R. McCandless, a specialist in the design of theaters, as consultant. At the Commencement meeting of the Board in 1937, the trustees gave their final approval, and a contract was let to Charles T. Wills, Inc., of New York. The Boyden house was moved to its new location at 58 Woodside Avenue, on a lot already owned by the College.

On March 17, 1939, the Kirby Memorial Theater was formally dedicated at a convocation. Addresses were made by Joseph Q. Adams,

the director of the Folger Shakespeare Library, by Burgess Meredith, ex '31, the distinguished actor, and by Sheridan deR. Gibney, '25, playwright. The honorary degree of Doctor of Letters was conferred on Adams, and honorary degrees of Master of Arts on Meredith and Gibney.

The subsequent work of the department and of the Masquers has fully justified the confidence which inspired the little theater project. Ralph C. McGoun, '27, has joined the department, with the present rank of associate professor, and Charles E. Rogers, associate professor of fine arts and dramatics, divides his time between the two departments. The theater contained proper projection booths, and thirty-five millimeter moving picture equipment has since been added. Several series of films are shown each year to the college community.

The cost of Kirby Memorial Theater was about \$248,000. Cash and securities given to the College by the Kirby estate had a realized value of \$89,000. The College will receive further funds from the Kirby estate which are now subject to annuities to life tenants.

In 1938, with the completion of the theater, we opened negotiations with the Town of Amherst on the subject of that part of the town common which lies directly in front of theater, gymnasium, and cage. The town authorities suggested that they would be willing to recommend to the town that it deed the South Common to the College. It seemed unwise to accept the generous offer. Instead, the town deeded to the College a perpetual easement covering the South Common with the right to develop it for park purposes. At the same time, the College appropriated about \$5,000 to straighten and hard-surface the roadway in front of its new buildings.

A somewhat smaller project, initiated in 1936 and completed in the year following, was the Little Red Schoolhouse located on the east campus between the Service Building and the new Infirmary. For several years a few of the faculty wives, under the leadership of Mrs. Canfield, Mrs. Turgeon, and Mrs. Cole, had conducted a school for very small children, including both the children of the faculty and of the town. The school was in the charge of professional teachers who were paid from the receipts of the tuition. With the approval of the Board I had assigned unused space in the old Pratt Gymnasium for the use of the Amherst Day School, as the project was called. We found that the school was not only a distinct advantage to the younger members of our faculty, but that it proved to be an additional incentive when we desired to call to Amherst a young married teacher with small children. The space in Pratt Gymnasium was adequate as a temporary expedient, but it was obvious that the building would soon be re-

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modeled for strictly college purposes, and that if the Amherst Day School were to continue, it must have more permanent quarters suited to its special needs.

Early in the autumn of 1936, James Turner, '80, visited Amherst and called on us. He asked me what further plans I had for the College, and I told him of three projects which I was turning over in my mind, one of them the Amherst Day School. He said he would like to consider the matter and suggested that we meet that afternoon between the halves of the football game. We met. Turner said at once that he would be interested in providing a building for the school and asked me to estimate its probable cost. I suggested a figure somewhere between \$15,000 and \$20,000. Turner told me to proceed at once with plans, but asked for the opportunity to talk with our architect before any final plan was adopted. He also made it a condition of his proposed gift that it be anonymous.

We found some difficulty in putting on paper for our architect just what facilities we needed. Finally my wife took the matter in hand and drew a ground plan which satisfied the parties involved. James Kellum Smith then prepared the plans for the building based on Mrs. King's sketch. I invited Turner to meet me at this point in our architect's office. He liked the plan, but insisted that the building should be built of the best materials in the market without regard to any budget. J. K. Smith drew the specifications on this basis and reported to Turner that the cost would be about double the original estimates. Turner's reply was that this satisfied him completely, that he did not wish to give the building unless it was the best that could be built, and that if I approved, we could proceed.

I reported the matter to the Board, received their approval, and let the contract. No building on the Amherst campus is better built. The contractor was Bathelt Construction Company, and the cost was about \$36,000. The College provides the building, heats it, and keeps it in repair without charge to the Amherst Day School. The Amherst Day School was then incorporated, with its own trustees. It pays all other charges from its receipts from tuition. The school has now been in operation in its new building for some fourteen years and continues to serve a real need of college and community with striking success.

On Mr. Turner's death I discussed the matter with his surviving brother and sister, and with their approval we placed a tablet beside the entrance to the building indicating that it was his gift. Turner's brother and sister then gave the College a fund of \$20,000, and my daughter Gertrude gave a fund of \$3,000 with the provision that the income should be used by the College for the support of the school.

On September 15, 1936, occurred the death of Professor Edwin A. Grosvenor. A graduate of the College in the class of '67 and a member of the faculty from 1892 to 1914, he had continued to live in Amherst and to participate in the life of the College until his death at the age of ninety-one; his three sons had graduated from the College in the class of '97. On his death the College purchased his home on the north side of the campus fronting on College Street. A generous gift from his son, Gilbert H. Grosvenor, now encouraged us to undertake the remodeling of the house for faculty offices where members of the faculty could prepare their work and also receive students. The house was officially named Grosvenor House, and the main drawing room was furnished in Victorian style and made a memorial room. On the walls were hung pictures of Professor and Mrs. Grosvenor; mementos of their varied life in the Near East and in America were about the room. The house was connected with the central heating plant of the College and now provides ideal offices for some fifteen members of the faculty. The cost was about \$14,200 in addition to the cost of the property, which had been acquired for \$11,000.

The final important project undertaken at this time resulted from a careful restudy of our heating problem by outside engineers. It will be recalled that in 1925 the first unit of our central heating plant had been completed and put into operation, and the following year a second unit had been added. In the dozen years which had passed since then, the College had added seven major buildings and two smaller ones. All of the buildings on the campus, except the infirmary and the schoolhouse, received their steam through a single steam line enclosed in a conduit which ran west from the heating plant by Morrow Dormitory, Pratt Dormitory, and Converse Library, with lateral branches to the president's house, Morgan, and College Hall; to the Chapel and the buildings on the inner campus; and to the Alumni Gymnasium and the buildings on the south campus. A serious break in this line would cut off heat from substantially the entire plant. Our engineers had told us when the plant was built that the normal life of a system of conduits was in the neighborhood of twenty years. After that, the cost of keeping the system in repair would mount steadily.

When these facts were drawn to the attention of the Board, it authorized a study of the problem. We selected Lockwood, Greene & Co., of New York, as college engineers, and they presented a comprehensive report. They recommended that we consider the adoption in principle of the best current practice, which provided for carrying the steam mains and other services in concrete tunnels instead of in conduits. In a tunnel a break at any point could be quickly detected, located



Kirby Memorial Theater



The Little Red Schoolhouse

exactly, and a replacement made. In the conduit system, on the other hand, a break is indicated by steam escaping at the surface of the ground, and as the steam finds its way to the surface, it follows the path of least resistance and may emerge several yards from the point where the break has occurred. As a result, a break in winter, when the ground is frozen deep, requires difficult excavation which is both slow and expensive. The engineers recommended that the College now build a tunnel from the heating plant running south to the new infirmary and then west to Pratt Gymnasium where it would connect with the conduit system. This would at once give us two feed lines to the campus, and if a break occurred in the old line, steam could be routed through the new tunnel.

The Board approved. In the summer of 1937 this project was completed. The contractor was Bathelt Construction Company, and the cost was \$59,000.

Toward the end of my term of office, our engineers made preliminary studies looking to the extension of the tunnel system to replace all conduits. This would require a tunnel from the heating plant running west to the corner of Converse Library; a branch under the common to serve College Hall, Morgan, and the president's house; a branch running south from the Converse Library corner to the corner of Appleton; a branch from the corner of Appleton south to serve the theater and physical education plant on the South Common; and a branch running east from the Appleton corner to connect with the present tunnel at Pratt Gymnasium. When the College is in a position to undertake this program, it will have a system good for all time. And as the conduits are now twenty-five years old, the installation of the remaining tunnels ought to be undertaken at a not too distant date.

By the autumn of 1938 the College had completed these seven important projects in the development of its plant. The member of the Board who had followed each program from its inception to its completion was Robert W. Maynard, '02, and in my annual report which was printed and mailed to the alumni, I commented on the debt the College owed to him for the heavy responsibility he had carried.

On September 21, 1938, the College opened its one hundred and eighteenth year. We had had rain for the past four days, and during the last two days the precipitation had been heavy. At ten in the morning I presided at the opening faculty meeting, and at two at opening chapel. As we left the chapel the sun appeared, but the air was uncommonly heavy and humid. Mrs. King and I had decided earlier in the day that we must transfer our garden party that afternoon for faculty and freshmen to College Hall and I had announced the

change of location to the college body in chapel. When we reached the president's house, we received a long distance telephone from the college caterer that his truck was unable to get beyond Worcester even with a police escort because of flood conditions. Mrs. King tried without success to find some local concern to provide coffee and sandwiches.

At four o'clock we went to College Hall to receive our guests. The first to greet us in the receiving line were Professor and Mrs. Green of the Department of Astronomy. Professor Green told us that the barometer had fallen faster and farther than he had ever seen it, and that we must leave at once to reach home before the storm. Almost immediately we were engulfed in the worst hurricane that had struck New England for a century. From the windows of College Hall we could see large trees bend almost to the ground and then go down. The noise of the wind was such that we could not hear other sounds. Electric lights went out. The storm increased in intensity but we continued to shake hands with our guests. The freshmen had come and so had most of the faculty and their wives.

As soon as we had greeted all our guests I left Mrs. King and them, and made my way with great difficulty against the wind and over fallen trees to the center of the campus. All our buildings were standing, but roofs were gone, windows blown out, hundreds of trees were down, and all campus roads and paths were blocked. The picture was incredible. I made my way back to College Hall, our guests left as the wind blew itself out, and my wife and I returned to the president's house. Fortunately, the roof of the house had been replaced not long before, but a large skylight in the center of the roof had been blown off and the awnings and furniture of the porch. We never found any trace of them. While we were without electricity, as was every house in town, we were one of the few houses with telephone service.

My wife always kept a large supply of candles and in a few minutes the house was a blaze of light. I reached Superintendent Thacher by telephone and asked him to pick up the president of Student Council and come to my house. Presently Professor Atkinson called in person. He said with great formality, "Mr. President, I desire to report that the entire roof of my house is lying on the golf course. My children and I have moved into the garage. My wife is, I suppose, at Mount Holyoke College, though I am unable to communicate with her."

Thacher, the president of Student Council, and I then made a cursory inspection of important campus buildings. The infirmary was undamaged, and the power company had promised electricity for our central heating plant and infirmary by midnight. No students in dormi-

tories or fraternity houses had been injured seriously. The roof of Morrow Dormitory, of heavy copper, had been rolled up like paper and had then fallen four floors to the ground. It had rebounded to the second floor and fallen again. But the noise of the wind had drowned out the noise of this heavy roll of copper. Students with leaks in their rooms had moved in with other students, and all were in good spirits. Everywhere we went I told the students that we would expect them in chapel at the usual time the next morning, but in their oldest clothes. By midnight our Buildings and Grounds staff had opened a way to every fire hydrant on the campus so that in case of fire the apparatus could get through.

The following day, Thursday, dawned clear and warm. Before breakfast, my wife had bought fifty young trees from a nurseryman to replace the trees lost on the president's grounds. In chapel I faced the entire college body. All of the faculty had come and all the undergraduates. "Today we begin to rebuild Amherst College," I began. Then I announced that all classes and other college exercises were suspended till Monday, and that we would be happy to have student volunteers to work under the direction of Buildings and Grounds foremen and of faculty members experienced with axe and saw. Most of the student body volunteered. Thacher had bought up a supply of axes and saws and other needed equipment, and the students were divided into gangs under experienced leaders.

My diary contains the following comments:

- Sept. 21 Wednesday. Heavy rain and hurricane. First faculty meeting at 10. Opening chapel at 2. Garden party in College Hall 4-6. Hurricane strikes at 4 and rages 3 hours. Terrific destruction; no casualties.
- Sept. 22 Thursday. Clear. Chapel. No classes. No electricity. Students all go to work clearing campus, streets, and fraternity houses. Thacher and Lloyd Jordan are towers of strength.
- Sept. 23 Friday. Cloudy and clearing. No classes. Chapel service and then students at work clearing streets and campus. Jordan in charge.
- Sept. 24 Saturday. Clear and warm. No classes. Clearing campus and president's place continues. Our electricity comes on at house at 5:15 p.m.

On Sunday morning, September 25, occurred a poignant incident, a direct result of the hurricane. At 3:30 in the morning I was awakened by the telephone in my bedroom. A gentleman told me that the father

of one of our students had just died as a result of over-exertion in clearing up the debris at his home in Springfield, and the family wished me to send the son home at once by automobile. While it seemed to me wiser to let the young man sleep through the night and then drive down in the early morning, the friend of the family thought otherwise and I rang off.

I knew the student, who was living at the Deke House. I dressed, stuck a candle in my pocket, and made my way through the wreckage in the streets to the Deke House. There I lighted my candle, as the electricity had not yet been restored at the fraternities, went to a bedroom on the second floor and woke the first undergraduate I found. As he opened his eyes and saw the president of the College standing beside his bed with a lighted candle, his face registered the incredulity he of course felt. I asked him to take me to the bedroom of the student I was seeking. There I woke Dick F., asked him to dress, and to come with me to the fraternity living room where I broke the news to him as best I could.

He had a car, but I did not wish him to make the trip to Springfield alone, as the roads were only partially cleared of debris. His best friend lived in the Alpha Delta Phi House. Together we went down there and repeated the search with my candle. It was more difficult, as neither of us knew our way around the Alpha Delt House as we did the Deke House. Presently both young men were on their way to Springfield. The trip down took them nearly three hours.

On Saturday, September 24, I had sent off a summary report to the members of the Board, in which I said that the damage to campus and buildings was perhaps the most serious that had been suffered by the College in its history. One hundred and thirty-four trees had fallen on the campus, one hundred and ten on fraternity properties, some three hundred on faculty house properties owned by the College. Hallock Grove had been wiped out. The buildings of the College were damaged to the extent of about \$30,000.

The damage to our buildings was completely covered by insurance. Because various stories are current as to this fact, I may as well state the facts. For some months past, our entire insurance problem had been under careful study by independent experts in Boston working under the direction of Robert W. Maynard, chairman of the Buildings and Grounds Committee of the Board. A number of changes in policy had resulted from this study and had been put into effect. On Monday, September 19, two days before the hurricane, our treasurer telephoned me that our insurance experts in Boston had just telephoned him that our insurance was now, in their opinion, well written and gave us

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adequate coverage except for the item of insurance against wind damage, which we had never carried and which had never been discussed either in the Board or by the administrative officers of the College.

Treasurer Andrews then said to me, "The Board has never authorized insurance against wind damage. Shall I bring the matter up at the next Board meeting?"

As I reflected on the question, I looked out of the window. It was raining hard and the limbs were blowing in a gusty breeze. "Charlie," I replied, "let's not bother the Board. Telephone Boston to put on a policy at once." He did. We had not paid our first premium when the hurricane struck. The insurance companies paid us in full for all damage to our buildings. The companies do not write insurance on trees.

Before we started clearing the campus we had some fifty photographs taken as a matter of record, and, as the work went on, we had moving pictures taken of work in progress. These are now filed in the Hitchcock Memorial Room as a record of the destructive results of the hurricane.

Almost immediately the College began receiving offers of help from individual alumni. As a result, I wrote the Alumni Council suggesting that they might wish to appoint a committee to consider how the alumni might best assist the College in this emergency. The Executive Committee of the Alumni Council at once appointed a special committee under the chairmanship of Richardson Pratt, '15. Under Pratt's leadership the special committee issued a leaflet telling the story and illustrating it with two photographs of the campus taken from the east entrance of Johnson Chapel. One was taken in August, 1938, and one in October. Because the Council did not wish to interfere with the annual alumni gift to the College, the special committee, under Pratt's leadership, brought the matter to the attention only of those alumni who were thought to be able to give to the hurricane fund without decreasing their contributions to the annual alumni fund. As a result of the work of the special committee, the College received gifts from trustees, faculty, alumni, and other friends of the College totaling some \$25,100.

In addition to the insurance money and the special alumni gift, the trustees appropriated the entire Valentine Fund of \$5,000 to pay for the cost of reconstruction. The Valentine Fund had come to us under the will of Samuel H. Valentine, '66, who had designated it for the beautification of the campus. For years the College had used only the income. Then Mrs. Valentine sent word to me through her friend, Reverend Milo H. Gates, '86, that we ought to use the principal, as a much larger fund would come to us on her death. This was the obvi-

ous opportunity to use the principal for the purpose for which it had been designated.

Lloyd Jordan had again proved himself an able organizer in handling the work of the volunteer students. When classes began on Monday, Thacher took over with the regular staff and equipment, and in addition we retained Warner Brothers & Goodwin of Sunderland, who brought their heavy-duty road-building machinery. Stumps had to be pulled out and hauled away, grading would be necessary, and we wished to get the work along before winter set in.

The Buildings and Grounds Committee called on Arthur A. Shurcliff of Boston, our landscape architect, and James Kellum Smith, '15, our architect, for advice. They joined in recommending the regrading of the campus before replanting. And from a study of the files we found that in a report dated March 13, 1925, Frederick Law Olmsted, of Olmsted Brothers, had supported strongly a program of regrading along identical lines to those now proposed by Shurcliff and Smith. The Olmsted letter contained this prophetic paragraph:

"But in the face of the facts that this bulging slope is clad with groves of large, old trees, and that immensely strong sentiment and tradition are attached to these trees and to the existing general aspect of the whole area between the Chapel and the Church, I know — and you know — that whatever ultimate excellence might ultimately be secured by denuding and reshaping this surface, it would never in fact be attempted or seriously considered unless some calamity should destroy all the trees at one fell swoop."

The committee approved the plan submitted by landscape architect and architect. During the autumn the campus was cleared of debris and regraded. In the spring of 1939 some eighty-five trees of substantial size were set out in accordance with the Shurcliff plan. The trees are white pine, red oak, white oak, rock maple, elm, and beech — all trees indigenous to the Connecticut Valley. Planting and finished grading were completed by Commencement.

Among the trees destroyed by the hurricane was the magnificent double row of maples extending from the east entrance of the chapel to the statue of Noah Webster just west of the church. This statue, as we have seen, had been presented to the College in 1914 by Richard Billings, '97. The changes wrought by the hurricane made this location inappropriate, and the Board authorized us to move it to its present position just north of Walker Hall. This site had been specifically ap-
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proved by the donor in his deed of gift as his second choice. In the course of moving the statue and its foundation, we escaped a serious accident. One night a group of students bent on mischief tried to knock out the blocks that held the entire structure in place on the slope of the steep hill between its old location and its proposed site. Had they succeeded, the results might have been serious. Fortunately, a campus watchman discovered the students in the act and they fled before completing their task.

One alumnus living in Wisconsin sent us a group of four Wisconsin birches, and these were planted just south of Converse Library, where they have prospered. The only elm included in the replanting program was a gift of Walter A. Dyer, '00, who was then editor of the *Amherst Graduates' Quarterly*. He brought it from his farm in Pelham, which had been the source a half century earlier where William Austin Dickinson had secured the elms which had gone down in the hurricane.

In connection with the regrading, the College, under the advice of landscape architect and architect, relocated the drive which circled the inner campus, making it a rectangle, hard-surfacing it, and installing some ancient curbstones. During the progress of the work there were many sidewalk superintendents who questioned the program adopted by the Board; one of the doubters was in fact a member of the trustee committee in charge of the work. But the rest of the committee supported Maynard and me in approving the plan of our technical advisers, so that we had a minority of only one to deal with. When the work was completed and the trees had had a few years of growth, there was general agreement that the plan of Shurcliff and Smith, which followed the lines of the earlier Olmsted report, had produced a result which was eminently satisfactory. Today, after a lapse of a dozen years, I know of no one who would wish the program to have been different. The calamity suggested by Olmsted had occurred, and the campus had been reformed on lines more beautiful than the earlier plan. Thanks to the support of the alumni, the cost had been absorbed and the College was able to close the year without a deficit. The old trees which had gone down had at best only a few years of useful life left to them, the new trees would grow in beauty for perhaps another half century.

Chapter XII

THE PLANT IN WORLD WAR II

The College opened on September 20, 1939, in the shadow of war. While no immediate changes occurred in the normal campus routine, our students and faculty carried on their work with a mounting pre-occupation with the tragic events taking place in Europe. The College still faced four major problems in the development of its plant. All were before the Board and all were under study.

The most difficult and, to my mind, the most pressing was the eating problem, which we had had under study since 1933. A second was the housing problem, as our dormitories and fraternity houses could accommodate only about two-thirds of our undergraduates. A third was the overcrowding of our Departments of Biology and Geology. A fourth was a fine arts building, for which the funds were now available from the estates of William R. Mead and Mrs. Mead.

Undergraduate opinion had shifted radically on the eating problem since 1933. We have noted in an earlier chapter that the Alumni Committee had reported unanimously in favor of a program under which the College assumed responsibility for providing meals for the students, and the recommendations of the committee had been approved by the Alumni Council. But at the same time the undergraduates had registered their preference for the existing practice of eating by fraternity groups. At Commencement in 1938, Richard M. Howland of the graduating class had published an article calling for "An Eating Union" and the pamphlet had carried the favorable comments of six members of the faculty, including that of Professor Charles W. Cole. The pamphlet was uncommonly well written and its significance was enhanced by the fact that the author had been president of Student Council and editor-in-chief of *The Student*.

On March 15, 1939, appeared the report of a faculty committee which I had appointed to study the two problems of undergraduate eating and housing. The committee had included Dean C. Scott Porter as chairman, and Messrs. Funnell, McKeon, Plough, Salmon, Cadigan, and MacMeekin. The committee recommended that the College take

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Grosvenor House



Valentine Hall

steps to provide facilities for feeding the student body as well as to provide additional dormitory space sufficient to house the students who were now forced to find rooms in the town. It went further, and recommended that the College adopt a modified House Plan, under which certain dormitories and certain fraternities should be grouped into "Houses" along the general lines of the Harvard Houses and the Yale Colleges. And it suggested that this program would require an expenditure of between a million and a half and two million dollars. As to where the College should secure the funds, it made no suggestion. It was an admirable report, proposing what the committee conceived to be an ideal solution of the problems, but it left to the president the problem of finding funds to finance a building program larger than the College had ever attempted in its entire history. Edward S. Harkness, a graduate of Yale, had provided the funds for both the Harvard and the Yale programs, but I knew of no Amherst benefactor who could do the same for us. Furthermore, I had grave doubts as to whether the plan would appeal either to undergraduates or to our alumni.

After mature reflection, it seemed clear to me that we must aim at a more limited objective, a program that was within our means, and at the same time one that would unite rather than divide our constituency. On November 27, 1939, I presented to the Board a report suggesting my own solution to the problem by the erection of a building on College Street, just west of the Moore Laboratory of Chemistry, to be named Valentine Hall. The building proposed would include three large dining rooms, a lounge room, and studies and bedrooms for some fifty-five students. I suggested that the proposal would not only add materially to our dormitory facilities, but that if these rooms were assigned to upperclassmen who were not members of any of the thirteen fraternities and if the lounge room on the main floor were assigned to this group as a meeting room and social center, the proposal would offer a solution to the problem of providing facilities for the non-fraternity men equivalent to those provided by the fraternities for their members. One dining room would be reserved for freshmen, who would be required to eat at Valentine. The others would serve the non-fraternity men, as well as any fraternity group who desired to eat in a college-operated dining program.

I suggested that the proposed building be named Valentine Hall in memory of Samuel H. Valentine of the class of 1866 and his wife, Eliza W. Porter Valentine. Valentine had studied law at Columbia Law School after graduation, and had then practiced his profession, specializing in admiralty law until about 1906 when he had retired to manage his investments. He had died in 1916, leaving to the College

a fund of \$5,000 for the beautification of the campus, the principal of which we had used, as I have said, in the rehabilitation of the campus after the hurricane of 1938. Under the will of his widow, the bulk of the estate, after certain specific bequests, had passed to the Bankers Trust Company of New York as trustee. The income was to be paid to Mrs. Valentine's sister, Mrs. Lippincott, during her life, and at her death was to be distributed to six beneficiaries in equal shares. Mrs. Valentine had provided in her will that "in each case the amount received . . . shall be called the Valentine Fund and in each case some suitable memorial in my memory and in memory of my late husband shall be erected with a portion thereof." Amherst College was one of the six beneficiaries named in the will.

Inquiry at the Bankers Trust Company indicated that Amherst would receive on the death of the life tenant a sum of well over \$300,000. The fund was conservatively invested, and the only question was as to when the funds would be available for distribution to the ultimate beneficiaries. I suggested to the Board that the College now build the memorial, using other free college funds for the purpose, and that when the Valentine Fund was received, the treasurer replace the funds borrowed. I pointed out that Valentine Hall, if built, would be an income-producing property, since we would receive rent from the fifty-five dormitory rooms and the costs of the dining rooms would be covered in the charges we made for board.

The trustees of the College received the report with some reserve. They recognized that the program proposed would meet certain needs of the institution. But they pointed out that it might be unwise to invest college funds in bricks and mortar at a time when Europe was at war and when the future looked as uncertain as it did at the time. Some of the Board added that college students were very difficult to satisfy in the matter of food and that college dining rooms had had a checkered history at other institutions. They were, however, prepared to authorize our architect to prepare plans and secure estimates of cost. During the winter and spring James Kellum Smith and his associates designed Valentine Hall and prepared full working drawings and specifications. At the same time I submitted our proposal in detail both to faculty and undergraduates and discussed it at some length with the alumni of every city which I visited on my annual alumni trip. I found the most enthusiastic approval of the program from faculty, students, and alumni, and this of course was most heartening. When the Board met again, I was able to assure them that the project would be received with enthusiasm by our constituency both at home and in the principal alumni centers.

With the Board, however, the reaction was less favorable. I had made it a point to visit a number of them in their offices in Boston, New York, and elsewhere. I found two trustees who were in favor of immediate action, four who strongly favored laying the matter on the table until more favorable times, and the rest had not yet settled in their own minds what the College should do. The fact that two of the most important committee chairmen were in favor of postponement gave me pause. George Pierce, chairman of the Finance Committee, and Robert Maynard, chairman of Buildings and Grounds, were men in whose judgment I had great confidence. We were close personal friends and had worked together for many years on college problems. Both took a somber view of the world situation and believed that the College should keep as liquid as possible.

At the Commencement meeting of the Board in 1940, the matter was discussed at length. Our architect did not have final plans and estimates in hand, however, and the Board referred the question with power to the Executive Committee. On August 28, 1940, the Executive Committee met at the offices of our architects in New York. Pierce telephoned me previously that as he and I were not in agreement, he had decided not to come to the meeting. Maynard, as chairman of Buildings and Grounds, of course attended. Detailed plans and specifications were laid before the Executive Committee. E. J. Pinney Company of Springfield were the lowest of five bidders. The estimated budget for the building, exclusive of furnishings, was \$250,000. There was general agreement that building costs would rise and that if the project were postponed it would not be built for perhaps five years and then at substantially higher costs. The Executive Committee voted unanimously to proceed at once, and I was of course happy that Maynard, who had come to New York with the intention of voting no, seconded the motion to build.

The decision to build Valentine necessitated the razing of the Montague house on College Street, which had been bought some years before from the widow of Professor Montague. Before the winter set in, Valentine Hall was well under way.

The Board presently raised the question as to what management was proposed for the new dining halls. There was some sentiment in favor of appointing L. G. Treadway of Williamstown, who was in charge of the management of the Lord Jeffery Inn and who had managed the cafeteria in Morrow Dormitory since it was established. Treasurer Andrews urged the appointment of Treadway, who was now managing a number of country inns throughout New England and who had had long experience in hotel management. Our experience at Morrow

Cafeteria made me question whether Treadway could make a success of the enterprise. The Board referred the question to a special committee made up of Trustees Stearns, Boyden, and Ladd. All of the committee had had experience in the field; Stearns and Boyden at Phillips Academy, Andover, and Deerfield Academy, and Ladd in the cafeteria of a large New York City hospital.

The committee was unanimous in its decision to authorize me to select a local manager who would be responsible directly to me as president, and I agreed to accept personal responsibility for the management. We all knew that the success of the enterprise would depend on the management. The College might build an ideal plant, but unless we had first-class management, we would be in continuous trouble. I visited Harvard and discussed the problem with President Lowell, who had personally selected the manager for the new dining rooms in the Harvard Houses.

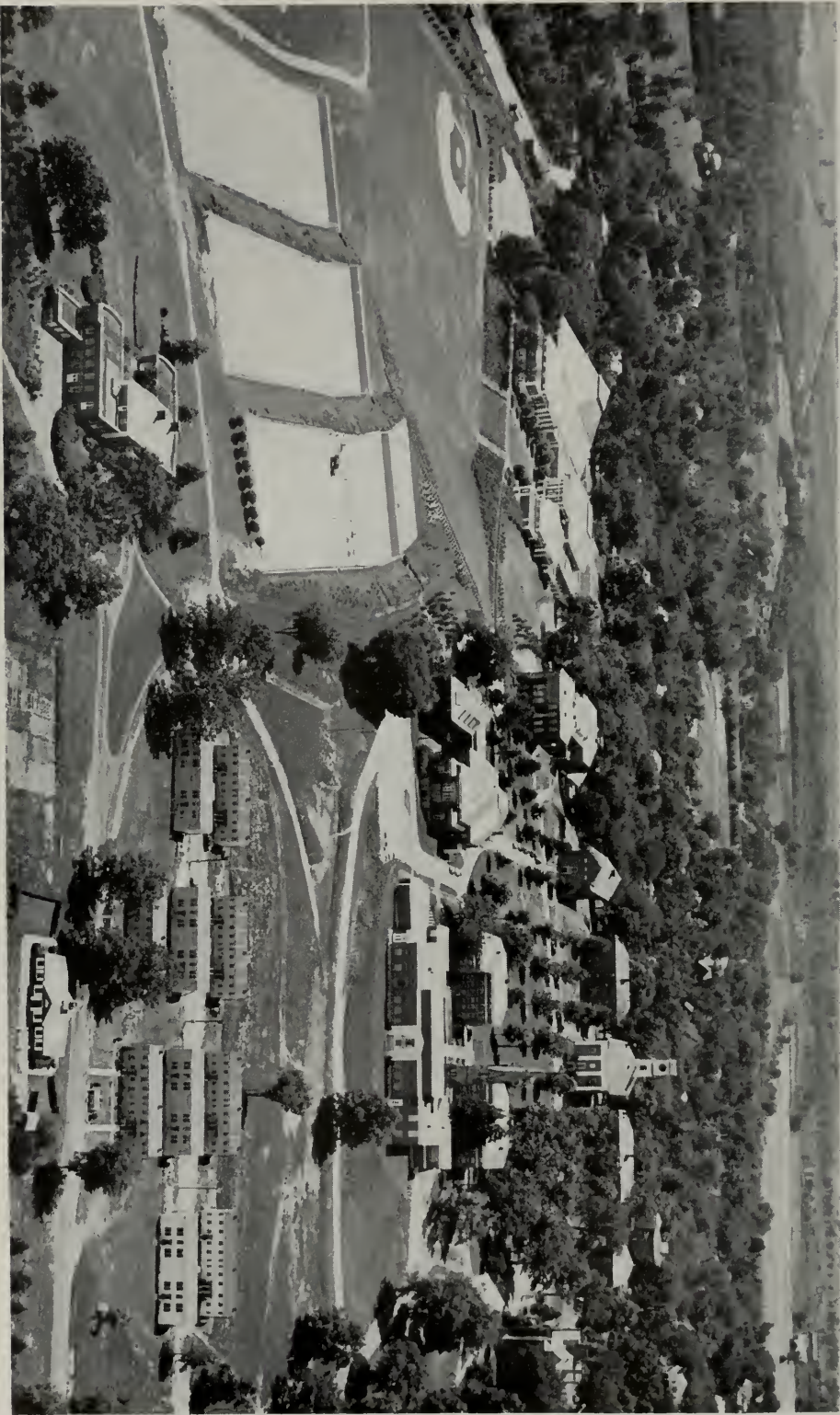
As the year progressed and the walls of our new building arose, I had numerous applications for the post of manager. Some were from men, some from women. But not one of them seemed to me to have the experience and the force of character to handle as large an operation as ours promised to be. Then came a letter from my friend George L. Cadigan, '33, captain of our football team in my first year and now rector of the Episcopal Church in Brunswick, Maine. He suggested the name of Gordon Bridges, who had recently resigned as manager of the dining hall of Moulton Union at Bowdoin College. I asked Cadigan to have Bridges come to Amherst immediately for a conference. Here was our man. His experience, his personality were just what I had been looking for. We quickly came to an agreement.

Bridges agreed that the accounting procedure for the dining halls should be set up on a sound business basis and asked that these procedures should not be changed in case he was successful. I agreed. I laid down only one fundamental policy for him to follow: he was to buy only the best quality and he was never to change the quality. The Board would decide what price to charge the students for board. If the Board decided to operate at a loss, that was their problem, not his. If the Board decided to raise prices for board, that was not his concern. But outside of the determination of the Board as to the price to be charged, the management was to be entirely in his hands without interference from any source.

My wife worked with me and with our professional advisers on questions of furnishings and decoration. I recall the fun we had in selecting a design for our china. We asked Jones, McDuffie & Stratton, of Boston, to prepare a design featuring Lord Jeffery and the French and Indians.



The Faculty Club



A 1950 aerial view of the campus with GI Village in the foreground

We were delighted with the result. Our china made a conversation piece, and we knew that the students would frequently have their dates as guests for lunch and dinner. Questions of the quantity to be ordered and of kitchen equipment were of course referred to Gordon Bridges for advice. Our dining room chairs were specially designed with an "A" in the rail. We ordered large, medium, and small tables for the dining rooms.

In the spring and summer of 1941 we were concerned by delays in construction, and it became necessary to apply an increasing amount of pressure on the general contractor. Doubtless his superintendent will always remember me, because as month after month went by, my conferences with him were carried on in less diplomatic language than was customary at the College in its business transactions. The College had contracted to feed a large number of students, beginning when they arrived for the fall semester. I refused to postpone the deadline. On the very day that our students were to eat their first dinner in Valentine Hall, we mobilized all our janitors and maids, and started cleaning the building from top to bottom, pushing the contractor's men out as our staff came down from floor to floor. That night we served dinner. It was a *tour de force* which proved the caliber of Gordon Bridges and his new staff. The cost of the building and equipment was about \$292,000.

Our experience of ten years has proved beyond peradventure that Valentine Hall is an outstanding success. It has indicated, I believe, that Valentine Hall is one of the most important, if not the most important, addition to the plant that the College has ever made. And the credit for this accomplishment belongs to its manager, Gordon Bridges. I do not, in fact, see how we could have handled the problems which developed during the war years without it. And this opinion is, I believe, shared by trustees, faculty, and alumni who are close enough to the College to know of its day-to-day operations.

During its first year, the dining rooms served meals to the entire freshman class, and, in addition, to the members of the three upper classes in Delta Kappa Epsilon, Phi Kappa Psi, Chi Phi, Theta Xi, and the Lord Jeff Club. During the following summer it served meals to all civilian students, to the students of the War Department Civilian Protection School, and to the enlisted men in our Army and Navy programs. In spite of rising food costs, rising labor costs, rationing, and the difficulties of advance purchasing, the dining room operations for the first year paid all costs. And more important for the long-run success of the undertaking, the customers were satisfied. In the first year we served about 250,000 meals.

The problems of rising costs and of rationing were proving too much for the fraternity dining rooms. In its second year Valentine undertook to serve meals to all civilian students and all members of the armed services on the campus. During the twelve months it served 588,000 meals, or more than double the number served in the first year.

In March, 1943, the College installed in the lounge room on the main floor a lounge bar serving sandwiches, hamburgs, ice cream, soda, etc. In its third year (1943-44) the dining rooms served 675,000 meals and, in addition, the lounge bar served over 250,000 customers, making a grand total for the year of over 925,000.

No change was made in the price of board from the opening of Valentine in 1941 until July 1946. Board for civilian students was \$9.00 a week until 1946, when it was raised to \$10.00 a week. For the year 1950-51 the price has been \$10.00 a week.

When Valentine Hall opened, the Morrow Cafeteria was closed, and the space it had occupied was made into additional student rooms. During the war, the fraternities which had operated dining rooms, and had therefore a generous supply of dining room and kitchen equipment, decided to liquidate their investments through Fraternity Business Management. The College offered College Hall for the purpose, and the entire inventory of such equipment was sold at auction by a professional auctioneer. As many, if not most, of the items were no longer in production, the sale netted the fraternities a generous return. The largest buyers at the auction were our neighboring colleges, Smith and Mount Holyoke.

At the conclusion of the war, the College adopted the policy, with the entire approval of the undergraduates, of charging all students for board in Valentine Hall. All students are served without distinction of class or fraternity affiliation. Students bring their dates as guests, and on a recent Saturday night, Valentine Hall served some twenty-four hundred dinners. A nominal charge is made for guests. Members of the faculty and their families, members of the college staff, and visiting alumni are free to eat there at will. The public is not served either in the dining rooms or in the lounge bar.

While the Valentine Hall dining rooms have proved an unqualified success, and while the upper floors of the building added some fifty-five rooms for student occupancy, the original proposal of making Valentine the center for the social life of the Lord Jeff Club, which includes in its membership any students who are not members of one of the fraternities on the campus, did not prove an adequate answer to this problem. The lounge bar preempted the lounge room, designed for this group of students, and proved to be so important a facility that

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it could not be given up. Another approach to the Lord Jeff Club was necessary and was, in fact, made in 1946.

The by-products of Valentine Hall are perhaps as important as the solution of the problem of providing satisfactory food for the student body at reasonable prices. One of the most significant in its long-range effects is the emphasis on membership in the College rather than on membership in a fraternity. Four times a week in the chapel service and three times a day in Valentine Hall the students are reminded that they are members of the College. The new curriculum emphasizes the same fact during the first two years of the college course. I remember that when the dining rooms opened for their second year, the students as they arrived asked Gordon Bridges where the tables of this or that fraternity were located. His reply to each was, "There are no fraternity tables. Here you eat as Amherst men." And the response of many who had asked the question was, "Well, perhaps that's a good idea." It was. Our student body today has a stronger sense of the corporate unity of the College than it had in the days when the undergraduates ate their meals in fraternity groups. As our students today graduate into the body of the alumni, they will undoubtedly have a stronger sense of their Amherst fellowship than their brothers who graduated during the period when fraternity eating was the common practice on the campus.

I have dealt in detail with the story of Valentine Hall because of the significance which it seems to me to assume in the history of the College. But there were other problems in the field of buildings and grounds which faced the College at the outbreak of the war in Europe. As we noted at the beginning of this chapter, our Biology and Geology Departments were seriously overcrowded in the Geology-Biology Building. Geology has had a major place in the Amherst picture ever since the days of President Hitchcock. The Biology Department had a phenomenal development in the decade from 1932 to 1941, which resulted in a series of grants for research in this field from the Rockefeller Foundation, the first, as far as I know, made by the Foundation to an undergraduate college of the size of Amherst. The result of these generous grants was to increase the staff in Biology and make more necessary the provision of space both for classes and for research activities.

Meanwhile the College had, not far away, the old Pratt Gymnasium, and the obvious question was whether this could be remodeled for work in science. I asked the two departments to prepare for me two studies, one based on the assumption that Biology would move there. I appointed two junior members of these departments to make the

studies: Dr. Phleger for Geology and Dr. Child for Biology. The result of these studies indicated clearly that Pratt Gymnasium could be readily adapted for Geology. Plans were then prepared by James Kellum Smith, and the proposal submitted to the Board.

With the Board's approval, the work was undertaken in 1941 and carried forward as far as possible. Pratt Gymnasium was renamed Pratt Museum and was assigned to the Department of Geology. The Biology-Geology Building then became the Biology Building. When the war was over, the changes were completed, and the Geology Department completed the move to its new quarters. In 1950 a new entrance was added to Pratt Museum. The remodeled building gives Geology adequate classrooms and laboratories, and the large room that once served for gymnasium exercises and running track now makes an uncommonly fine museum room for the display of the elaborate collections of the department.* Meanwhile the Biology Department has taken over all of the laboratory to the west and installed a large lecture room on the top floor as well as additional laboratories and classrooms. Both departments are now well equipped for their work.

The contractor for the remodeling of Pratt Museum and for the changes in the Biology Laboratory was Edmund J. Rappoli Co., Inc. The costs at Pratt Museum were about \$131,000, and for remodeling the Biology Laboratory, about \$65,000.

A third major problem before the College in the days immediately preceding the war was a fine arts building, to be built from the funds received from William R. Mead, '67, and his wife. The problem of location was uncommonly difficult. Mead had died in 1928. In the latter years of his life he had discussed the problem of location with me frequently and we had walked about the campus together to consider appropriate sites. At first he had felt that the lot just north of Converse Memorial Library was the best location, but before his death he had abandoned this suggestion, and we had not found any other site which he felt was suitable for the proposed building. His widow survived him some eight years, and the funds coming to the College did not become available until after her death in 1936 and the settlement of her estate.

Our architect, landscape architect, Professor Charles H. Morgan, II (whom the Board appointed to the William R. Mead chair in Fine Arts), Maynard of the Board, and I considered the problem from various angles. We could find no available site which seemed to us satisfactory. The site which seemed to meet the problems involved was on

* In 1951 the old swimming pool was floored over, providing an important extension of the laboratory and office space in the building. The pool itself was retained under the floor for erosion and sedimentation experiments.



MEMORIAL FIELD IS DEDICATED

BY THE ALUMNI

TO THE AMHERST MEN

WHO IN TWO GREAT WARS

GALLANTLY RESPONDED

TO THEIR COUNTRY'S CALL

The War Memorial and its dedication inscribed on the steps



Baseball on Memorial Field; from the left are the Davenport Squash Building, the Biology Laboratory, and Pratt Natural History Museum



Skiing on Memorial Hill in the winter; a portable tow operates for college use whenever snow conditions make it possible

the eastern slope of the campus and this was occupied by the Stearns Church. Alfred E. Stearns, '94, the son of the donor of the church, was now chairman of the Board, and had, as was to be expected, a profound sentiment for the building which his father had made possible. Preliminary sketches of a building were prepared for various other sites, but none seemed acceptable. And not long after Pearl Harbor, both James Kellum Smith, our architect, and Professor Charles H. Morgan were commissioned in the Army Air Forces and left for active service. The problem was necessarily postponed for consideration after the war.

In addition to these major problems in the field of buildings and grounds, the College in 1940 remodeled the Lentell house, on the corner of South Pleasant Street and Walnut Street, which had been occupied for some time by the Faculty Club. The building when renovated was named the Noah Webster House and assigned first for student occupancy and later for faculty apartments. The house at 37 Spring Street, which was owned by the Lord Jeffery Inn, was also remodeled for student occupancy and renamed the Leland House in memory of the first treasurer of the College. The names were assigned arbitrarily, as neither Webster nor Leland had occupied the houses in question. After the College's need for the Leland House came to an end, it reverted to the Lord Jeffery Inn and was made into apartments.

A more significant and more permanent development was the remodeling of the house on the east side of South Pleasant Street between the theater and the Alumni Gymnasium for the use of the Faculty Club. The Faculty Club had existed for many years and had from time to time occupied quarters in Morgan Hall, in Converse Memorial Library, and across the street in the Lentell house. Some years before, the president of the club, the chairman of the Buildings and Grounds Committee of the Board, and I had canvassed the problem of a permanent home for the club, and had agreed that the house occupied at the time by Sidney White would be the ideal location. The house had once belonged to Colonel Elijah Dickinson, from whom the College had acquired its small campus in 1820. It had later belonged to Judge Dickinson, an important figure in the town. In 1924 title had been acquired by the College subject to a life estate in Sidney White and his wife. White died in the summer of 1941; his wife had predeceased him; and the College came into possession of the property. With the approval of the Board and in collaboration with the officers of the Faculty Club, particularly Professor French and Walter Dyer, we remodeled the building for club purposes. James Kellum Smith, college architect, prepared the plans for the operation, and it was carried through by

the college staff at a cost of \$19,700. We decided to leave for the time being the remodeling of the second floor rear until experience should indicate that a suite of parlor, bedroom, and bath installed there might be used to advantage.

Frank G. Nelson, '73, who had been my father's roommate in college, was interested in the program for the club and I took him over the building. He noted that the club had an old pool table and asked me if no one in the club played billiards. I pointed out that the members had had no opportunity to play, as they had no table. He said he regarded pool as a debased game and would certainly do nothing to promote its play, but offered to give the club a new billiard table. When he found that billiards had become more popular than pool, he gave a second table.

The Faculty Club performs an extremely useful function for the College. It improves faculty morale and it brings into fellowship the newer and younger members of the faculty. Its new quarters have proved admirable for the purposes of the club. And on Nelson's death, a part of his generous bequest to the College was for the maintenance of the club.

Meanwhile important changes were taking place in the Board of Trustees. The Reverend Cornelius H. Patton, who had been a member of the Board since 1905 and had served for many years on the Committee on Buildings and Grounds, died on August 17, 1939. Frederick J. E. Woodbridge, who had joined the Board in 1920 and had been one of its most influential members, tendered his resignation for reasons of health in 1939 and died a year later, on June 1, 1940. These were the only remaining members of the Board of 1921 when I myself had been elected a trustee. And in June 1941 Robert W. Maynard tendered his resignation, for personal reasons, after a service of twelve years. Less than two years later occurred the death of Lucius R. Eastman, who had served as trustee for twelve years, as chairman of the Executive Committee for eleven years, and as chairman of the Committee on Buildings and Grounds for one year. Eastman had always been interested in the college plant and had been for years a member of the special building committee, as we have seen in previous chapters. Maynard, on the other hand, had been for years the spearhead of the development of the plant, and he and I had administered contract after contract for the erection of the new buildings. He had rendered a very unusual service to the College as a trustee and his resignation was accepted with profound regret. The Board named him a trustee-emeritus in appreciation of his service, but lost the value of his counsel and judgment in the work of the Board.

Other trustees, of course, joined the Board, trustees who were to render genuine service to the College. Here, however, we are concerned primarily with the college plant, and I can mention only those who were to play some part in this field of trustee responsibility. On Maynard's retirement from the Board, the chairmanship of the Committee on Buildings and Grounds was held for one year by Walter S. Orr, '12, and for three years by Frederick S. Bale, '06. Orr is a partner in the firm of White & Case, lawyers, of New York. Bale was at the time vice-president of the Bankers Trust Company of New York. Both men were ready to devote time and thought to the work of the committee, but the exigencies of war had suspended our important work in carrying forward the building program. In 1942 Richmond Mayo-Smith, '09, was elected to the Board, and in 1944 he became chairman of the Buildings and Grounds Committee. Mayo-Smith was president of the Plimpton Press of Norwood, Massachusetts. Under his leadership the program of the years immediately following the war was carried through. He continued as chairman of Buildings and Grounds until the end of his term as alumni trustee. Then, after absence from the Board for a few months, he was elected to the life Board and made chairman of the Board to succeed Alfred E. Stearns. His untimely death within the year cut short his service in this position of leadership. He was succeeded as chairman of Buildings and Grounds by Carroll B. Low, '17, of the New York bar.

In the early days of the war, the College suffered a grievous loss in the death of two of the senior members of its administrative staff. Charles A. Andrews died in November 1940 after a service of nearly ten years as treasurer, and the following July, Frederick S. Allis died after a service of twenty-seven years to the Alumni Council and of twelve years as secretary of the Board of Trustees. Andrews had worked closely with Superintendent Thacher and the president on many of the problems of buildings and grounds. Allis' influence gave the guiding direction to all of the activities of the alumni in behalf of the College. In the campaign for the Centennial Gift, which had produced some \$3,000,000 of which over \$800,000 had been devoted to plant purposes, in the campaign for funds for the Alumni Gymnasium, in the work of Richardson Pratt's committee to secure funds to repair the hurricane damage, and in countless ways in his day-to-day work, Allis had provided the means for the continuous development of the buildings and grounds.

The Board elected Paul D. Weathers, '15, treasurer to succeed Andrews, and he took office in April 1941. During the ten years that he has held the office of treasurer, he has played a larger and larger part

in the management and development of the college plant. And since the election of Charles W. Cole as president in 1946, Weathers has assumed general responsibility, in consultation with the president, for this aspect of the administration of the affairs of the College, in addition to his prime responsibility for the college finances and investment policy.

As the war progressed, entirely new problems were, of course, presented to the college administration and to the trustees. One of these was the use to be made of the fraternity houses and the related problem of fraternity finances. At its meeting on March 21, 1942, three months after Pearl Harbor, the Board initiated a program which had been worked out in some detail on the campus by the administrative officers of the College in consultation with Arthur Davenport, '32, the executive officer of Fraternity Business Management. As a result, the thirteen chapters on the campus, under the leadership of Fraternity Business Management, adopted a pooling program for the year 1942-43, which worked excellently. Under this program the operating receipts and the operating expenses of the thirteen chapters were handled on a pool basis, so that all chapters shared equitably so far as their financial operations were concerned.

On October 24, 1942, the Board took further action. Its resolution laid down the program which was followed until the close of the war with marked success. Amherst was, as far as I can find, the first college to draft such a comprehensive program. It met the needs of the armed services as well as of the fraternities, and some parts of it were copied by other colleges in other parts of the country which were facing somewhat similar problems. The Board's resolution follows:

"The Board of Trustees of Amherst College at its meeting on October 24 considered again the probable effects of the war upon the financial structure of the thirteen fraternity Chapters at the College. The decline in enrollment at the College, which was considered by the Trustees at the meetings in January, 1942, and March, 1942, now seems likely to take effect in the immediate future. Under these conditions the Trustees believe it may soon be impossible for the thirteen Chapters to operate their houses. The Chapters will be faced, however, with heavy fixed charges for taxes, insurance and mortgage interest.

"The Trustees believe that the College will be requested by the Government to place its facilities at the disposal of the Government for housing, feeding, and training specialists at government expense. It seems probable that under these conditions the College can use some or all of the Chapter houses for housing such trainees. Our experience

thus far indicates that the Government will not wish to make contracts with individual fraternities but will operate under an overall contract with the College.

"The Trustees of the College desire to present this question to the thirteen Chapters at their corporate meetings to be held presently, with the suggestion that in the opinion of the Trustees the Chapters will be acting in the national interest, in the interests of the College, and in their own interests if they take such action as is appropriate to place their facilities at the disposal of the Government through the College. The Trustees respectfully recommend to the Chapters that by formal vote they authorize the College at the discretion of the Board of Trustees to take over the houses for housing of personnel on a basis of return to the Chapters to be determined by the Trustees of the College.

"It is the desire of the Trustees of the College to preserve the traditions of the College to the fullest extent possible. The Trustees do not intend to place at the disposal of the Government the secret meeting rooms of the Chapters. The College will deal with the fraternities through the Office of Fraternity Business Management."

Each of the thirteen Chapters on the campus at its corporate meeting in November, 1942, adopted a resolution authorizing the appropriate graduate officers of the Chapters to rent the Chapter property to the College.

In January, 1943, the College executed leases of the Chapter houses of Chi Phi and Phi Kappa Psi to house naval personnel; in March the College leased the Theta Xi house for military personnel. Members of these houses were transferred to other houses or to dormitories at their option. At the conclusion of the year all the houses ceased to function as fraternity houses. In June 1943, Chi Phi, Phi Kappa Psi, and Beta Theta Pi were rented to the College for naval personnel. Alpha Delta Phi, Psi Upsilon, and Delta Upsilon were rented to the College to house freshmen. Chi Psi, Phi Delta Theta, Delta Kappa Epsilon, and Delta Tau Delta were rented to the College as dormitories for upperclassmen. Theta Delta Chi and Theta Xi were closed until their facilities were needed. At the opening of the summer session of 1943, the Student Council voted to suspend rushing for the duration, and this action was approved by the College. The secret meeting rooms were locked and sealed, and appropriate steps were taken to preserve the Chapter records.

From time to time, as the war progressed, the uses to which the individual Chapter houses were put were modified to meet changing

conditions. Some were closed much of the time; some were in continuous use. For the first time since 1837, Amherst became a non-fraternity college, and administrative officers and faculty had an opportunity to observe the advantages and disadvantages of such a program. When the war closed, the Board adopted a resolution outlining the conditions under which the Chapters would be permitted to reopen, and the Chapters accepted the conditions. The pool which had been operated by Fraternity Business Management under the direction of Arthur Davenport was closed out. The Chapter houses were repaired and redecorated to restore them to the condition in which they had been when taken over by the College, and the balance remaining was distributed to the separate Chapters. Davenport had done an outstanding piece of work in the development and management of the pool program.

The first of the many units to be sent to the College by the War and Navy Departments was the War Department Civilian Protection School. In January the College offered its facilities to the Chemical Warfare Service of the War Department, and the offer was accepted. The War Department Civilian Protection School opened in Amherst in March 1942. The College provided the facilities; the War Department provided the instruction; and the Office of Civilian Defense selected the students, who were mature men and women from the eastern seaboard engaged in civilian defense activities in their cities and towns.

Classes averaged fifty students and were in session for ten days in every fortnight. The College housed them under special arrangements with the Lord Jeffery Inn and fed them in Valentine Hall. We rented the house at 22 Orchard Street for administrative offices of the school and for housing the enlisted personnel stationed permanently at the school. We made over the field house on Pratt Field for classrooms, and the west end of Pratt Field and Cowls Field on South Pleasant Street south of the Boston & Maine tracks were used by the school for demonstration purposes. The College made no charge to the government for its facilities beyond a charge of \$25.00 to each student for room and board, and the charge for 22 Orchard Street. Lloyd Jordan was made the liaison between the College and the officers of the school.

Thereafter, the College received trainees from the Army, the Navy, and the Air Corps, and developed programs of instruction for each unit assigned to the campus. The contracts under which we operated were worked out by Treasurer Weathers and Comptroller Johnson, and provided fair and adequate compensation to us for the use of our physical facilities and the instruction given by the faculty. We need

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not recount here the various units which we received. For most of the war, our physical facilities were taxed by the number of trainees on the campus in addition to the dwindling number of civilian students. Our relations with the officers assigned to command were happy and cooperative. It is amusing to recall now after the lapse of a decade a single instance in which an officer questioned the adequacy of the facilities we placed at the disposal of the government.

On February 15, 1943, the College received a detachment of soldiers from the Army Air Corps for instruction in the Pre-Meteorology C program. The detachment numbered some two hundred or more, and with the advance approval of the commanding officer we assigned North and South Colleges to house the unit. After the unit had been here for a few weeks, I received a call from a second lieutenant who had been sent up from Headquarters in North Carolina to make an inspection. We may call him Lieutenant McCarthy. After a brief talk I asked Comptroller Johnson to take the lieutenant over the campus and show him the physical facilities being used by the unit, including North and South Colleges, Valentine Hall, the Gymnasium, and the classrooms. Within a few minutes they returned, and the following conversation took place. Comptroller Johnson returned to his office and left me to deal with the lieutenant. Meanwhile, a full colonel of the regular army had called on me on other matters, and he remained during the exchange between the lieutenant and me.

Lieutenant McCarthy: "I am not satisfied with North and South. You will have to move the trainees to Pratt and Morrow."

SK: "I am very sorry you are dissatisfied with North and South. Both are sound dormitories and have been in continuous use for our civilian students until a few weeks ago, when we moved out the civilians to provide space for the Air Corps.

Lt. McC: "Nevertheless, I am not satisfied. I would like Pratt and Morrow."

SK: "Sorry, lieutenant, but Pratt and Morrow are not available. Besides, I have no authority to issue orders to the trainees in the Air Corps. The commanding officer can move them out if he wishes."

Lt. McC: "Then we may have Pratt and Morrow?"

SK: "Certainly not. We have no other space available at the moment. If North and South are not satisfactory, perhaps the Air Corps will wish to put the trainees in tents on the campus. What is your criticism of North and South?"

Lt. McC: "They are too old. I do not like the type of construction."

SK: "What is your experience in construction, lieutenant? Were you an engineer in civilian life before you entered the Army?"

Lt. McC: "No, I was a certified accountant."

SK: "I know the construction of North and South. It is my business to know this. My son roomed in North. Two young men of the family of the present Secretary of War roomed in those buildings not long ago. If North and South were good enough for them, they are adequate for these trainees."

Lt. McC: "I have just come from H- College, and when I objected to their old dormitory, the president moved the trainees to a new one."

SK: "I have no responsibility for anything at H- College. But I must positively refuse to give you Pratt and Morrow. We did not ask the Air Corps to send a detachment here; they asked us to receive it. The commanding officer of the detachment inspected North and South before the detachment arrived. I have had no complaint from him or from any officer or enlisted man of the detachment."

Lt. McC: "What would you do if I ordered the detachment to leave Amherst?"

SK: "I would offer these facilities to the Navy, which has already inspected them and approved them."

The Colonel: "I think he has you there, lieutenant."

Lt. McC: "I have my orders to carry out."

SK: "They are foolish orders."

Lt. McC: "What do you suggest that I do?"

SK: "Perhaps you would like to have me call up the Secretary of War and ask him for advice, or the Chief of the Corps of Engineers?"

Lt. McC: "Certainly not."

SK: "Then, lieutenant, I suggest that you take a walk with Colonel Blank. He has had long experience in the Army. Perhaps he would be willing to stroll about the campus with you."

The colonel, who was smoking a long, black cigar, volunteered to take a walk with the young lieutenant. I did not see Lieutenant McCarthy again until the following morning. Then he came to my office with his face in a broad smile.

SK: "Good morning, lieutenant."

Lt. McC: "Good morning, Mr. King. The matter is settled."

SK: "In what way is it settled?"

Lt. McC: "My orders have been interpreted. I telephoned Headquarters in North Carolina twice. They have interpreted my orders in the sense in which you interpreted them."

SK: "Fine work, lieutenant. We shall do all we can for the comfort of the Air Corps trainees."

We did. They were with us twelve months. They were well taken care



The old grove and Webster's statue before the 1938 hurricane

James and Stearns Halls, with the Mead Art Building and Stearns tower in background; this view is from nearly the same spot as preceding picture



of and well taught. And on the final examinations, given by outside examiners, they made a most creditable record.

We were, of course, inspected many times, both by officers of the Army and Navy. The Army made two suggestions which we were glad to carry out. We added the steel fire escapes on North and South Colleges, and we enlarged the refrigerator capacity of Valentine Hall, the latter a change which has proved useful in peacetime, as the dining rooms and kitchens have served so many more customers than we had expected them to serve when the equipment was installed.

As the war developed and the casualty lists were published, I began to reflect on the problem of a War Memorial. The Board had never been able to agree on a memorial for the Amherst men who were lost in World War I. A generous alumnus, Frank L. Babbott, Jr., had given the College a fund of \$80,000 to establish the Amherst Memorial Fellowships, and the names of the Amherst men who had fallen had been painted in gold letters in the lobby of Converse Memorial Library. But this had never seemed to me adequate recognition by the College, and the parents of some of the men had at one time felt bitterly about the College's failure to do more. It occurred to me now that perhaps we would be more successful in obtaining agreement in the Board on the problem if we considered it before the war was over. I began to ponder the matter in my walks about the campus.

The requirements for a memorial I formulated for my own guidance. It must be beautiful; it must, of course, be useful; it must be something that would not become obsolete with the passage of time and the changing patterns of student life; and it must be something that the student body of future years would see in their everyday life on the campus, not something that they would see because of some college requirement that they attend chapel exercises or class exercises.

One day, as I was walking about the campus, I stopped on the southern edge to look at the magnificent view of the Holyoke Range extending from the Pelham Hills on the east to the Connecticut River on the west. To the southeast was the beautiful expanse of Hitchcock Field, where companies of soldiers were then drilling, to the southwest the impressive mass of our physical education buildings. But directly in front of me were some five acres of wild land, ungraded, unused, and awaiting development. There, I saw, was our War Memorial right at my feet: a Memorial Field, beautifully framed and commanding the finest prospect the College had. I could see it crowded with students on an afternoon in spring or autumn, and I knew that as long as the College remained, its young men of each generation would need outdoor playing fields. The particular games they played might

change from decade to decade; but they would always play competitive games out-of-doors. And our present playing fields were inadequate for a college of eight to nine hundred students.

Our college architect, James Kellum Smith, was in uniform, but Arthur Shurcliff, our landscape architect, was available. I telephoned him and asked him to come to Amherst. He was as enthusiastic as I. So were most of the members of the faculty with whom I discussed the problem. The members of the staff of our Physical Education Department who were not absent in the services were equally enthusiastic.

Meanwhile, I had raised the general question with the Board. On May 22, 1943, the Board voted to erect a War Memorial at the end of the war, and asked the Buildings and Grounds Committee to study the problem. I suggested my plan to the Committee, and in June 1944 the Board, on the recommendation of the Committee, authorized the expenditure of \$500 for preliminary plans. In Washington I outlined the suggestion to J. K. Smith, who gave his approval. He added that the ancient Greeks, when they wished to build a memorial, selected a site with a beautiful natural view and one that was a little withdrawn from the activity of day-to-day living. He added that the suggestion under consideration seemed to him to conform to the Greek tradition as he knew it.

At the autumn meeting of the Board in 1944, Arthur Shurcliff presented his plans and made a short address of explanation. The trustees were so impressed with the beauty of his sketches and with his presentation that they unanimously accepted the program and authorized me to seek funds from the alumni for its execution. The Memorial was to be in recognition of the Amherst men who had fallen in both World Wars.

While the trustees were unanimous in their action, the secretary of the Board did not share their opinion. This would have been a matter of no significance had he not been at the same time secretary of the Alumni Council. He and a small minority of alumni believed in what they called "a living memorial," and favored an endowment for scholarship purposes. To me, nothing could be more living than playing fields, but I was unable to convince him. He was, of course, in constant touch with the Alumni Fund Committee, and they followed his lead. I asked the privilege of appearing before them, which was granted. After hearing the proposal and looking over the sketches and learning that the Board of Trustees was unanimous, the Alumni Fund Committee generously offered to devote the Alumni Gift of that year to the War Memorial as planned. The response of the alumni body was most generous. Thirty-four hundred alumni gave over \$100,000,
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the largest gift for more than a decade. The entire cost of the War Memorial and Memorial Field was about \$120,000.

At the spring meeting of the Board in 1945, we were authorized to let the contract for the grading to the Osborn Barnes Company of Danbury, Connecticut, of which H. Sanford Osborn, '07, was the head. The quadrangle was the work of Richard Bathelt of Holyoke and his associates and the men of our own staff. The great granite circle came from the Chelmsford quarries, the granite posts and seats from the quarries at Deer Island, Maine. The Alumni Fund Committee which had raised the funds was headed by Alvah E. Davison, '20, who was ably assisted by Carroll B. Low, '17. The names which were later incised on the Memorial were passed on by a committee of which John J. McCloy, '16, who had served as Assistant Secretary of War throughout the war, was chairman. The committee included, in addition, Claude M. Fuess, '05, Professor Harold H. Plough, '13, lately major in the Army, and Professor F. Curtis Canfield, '25, lately lieutenant commander in the United States Naval Reserve.

The War Memorial was dedicated on Sunday morning, June 16, 1946, in the presence of an audience of two thousand, including the families of the Amherst men who gave their lives in World War II. The invocation and benediction were given by Reverend Henry Pitney Van Dusen, president of Union Theological Seminary. I spoke briefly, and a memorable address was delivered by John J. McCloy, '16. The academic procession, including trustees and faculty, moved slowly down from the east entrance of Johnson Chapel between two lines of seniors; veterans who had volunteered for the occasion paced up and down beside the Memorial; planes from the Army Air Force at Westover Field flew over and dipped their wings. It was, I think, the most moving ceremony in which I have ever participated.

As the war drew toward a close, we were faced with the many problems involved in reconverting to a peacetime college. During the war years the College had received for training in government programs some 4379 men and women, distributed as follows:

Army	2255
Navy	674
Chemical Warfare	
(Civilian Protection)	1450

We now had important items of unfinished business in the field of buildings and grounds. The most serious and the most immediate was the problem of housing the large number of civilian students who would flock to the campus the following autumn. We could anticipate a large

freshman class coming to us directly from the schools, as well as veterans returning to complete their interrupted college courses.

I prepared a comprehensive report on the subject under date of December 10, 1945, and submitted it to the Board at a special meeting called for December 19 to consider the situation. In summary, the problem could be stated in these terms:

Normal housing capacity of our five dormitories	325	
Normal capacity of thirteen chapter houses and proposed Lord Jeff Club	<u>350</u>	
Total		675
Pre-war enrollment	850	
Commuters	<u>50</u>	<u>800</u>
Shortage		125

For nearly a century Amherst had housed some of its students in homes in the town. With the housing shortage, this was now impracticable. The faculty and I were in agreement that Amherst as a residential college should assume the responsibility for housing all its students either in dormitories or chapter houses, except those who lived in the neighborhood and whom we classified as commuters. In 1939-40, studies had been made for two new dormitories to be built on the eastern side of the campus just west of Stearns Church. These had been submitted to the Board, but no action had been taken by the trustees. Building costs had risen substantially since that date and might well rise further. Time was, therefore, running against us.

We all knew why the Board hesitated to take this important step; it was out of consideration for our chairman, Alfred E. Stearns, whose father's gift had made possible the erection of the church. The church had not been used for a dozen years and was not likely to be used again. After outlining the pressing need facing the College, I suggested a formula to meet the situation. My proposal was that the Board authorize the razing of the church and the immediate erection of the two dormitories, and that we name one dormitory Stearns Hall and the other James Hall. I suggested, in addition, that in each hall we place a bronze plaque: one in recognition of President Stearns, his son (donor of the fund for the church), and his grandson, the chairman of the Board; the other in recognition of D. Willis James and his son, Arthur Curtiss James, whose services on the Board had extended from 1891 to 1938. The removal of the church would, in addition, provide the only site suitable for the Mead Fine Arts Building which was in the offing.

The formula solved the Board's dilemma. The Board unanimously
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approved the razing of the church in the discretion of the Committee on Buildings and Grounds and the immediate erection of the two dormitories. It left the problems of exact site and of contract to a committee of three: our architect, Mayo-Smith (chairman of the Buildings and Grounds Committee), and the president. The plans were completed at once by James Kellum Smith. The problem of a contractor, however, was not so simple. We wished to retain a firm which would give us a fixed-price contract with a guaranteed date for completion, and at this particular time most of the contractors whom we approached were unwilling to do both. Our architect suggested to us the firm of Edmund J. Rappoli, Co., Inc., of Cambridge, which had done a large amount of work under the direction of McKim, Mead & White at the University of Vermont. Our committee then awarded the contract to Rappoli by a vote of two to one, one of the rare instances where there was not unanimity.

Ground was broken in late February before the frost was out of the ground. Work was pushed rapidly by the contractor, and one of the dormitories was ready for students when college opened in September. The other was completed and occupied a few weeks later. The choice of Rappoli had been sound, and both the committee and the Board were entirely satisfied with the result. Both dormitories contain house libraries as well as social rooms, and both are now assigned to members of the freshman class. The total cost was about \$497,000 for the two buildings.

At another special meeting of the Board, held early in January, 1946, the trustees authorized us to apply to the federal government for emergency housing for married veterans. This was a problem the College had never before faced. Our application was granted and the Federal Housing Authority erected, at government expense, ten temporary apartment buildings on the eastern slope of the campus below the church, containing sixty-one housekeeping apartments. The apartments were furnished by the government and were ready for occupancy and, in fact, occupied in the summer. The College expended from its funds about \$9,400 to make this project possible. The apartments were rented exclusively to married veterans on a scale of rentals fixed by the College and approved by the government. We were required to set up a separate set of accounts for the project. If we made money, the profit was to be turned over to the government. If we lost money, on the other hand, the loss was ours. Fortunately, we were able to operate without loss. The temporary buildings are the property of the College.

While our G.I. Village was the best emergency housing that I ob-

served on any campus, and while it was enthusiastically received by the married veterans, it is to be hoped that in the near future it will have served its purpose and can be razed. In addition, we set up in the basement of Morrow Dormitory a battery of Bendix washing machines for the use of the wives of veterans, each equipped with a device collecting a dime for each wash put through the machine.

When the Board outlined its general policy on fraternities at the close of the war, it included in its statement of policy a paragraph announcing that the College would provide housing and social facilities for the students who did not belong to fraternities comparable to those provided by the chapter houses. When the Board came to Amherst for its Commencement meeting in 1945, I suggested to them the possibility of purchasing the fine property at 50 Lincoln Avenue with a frontage of 325 feet and a large mansion commanding an incomparable view of the Berkshire Hills. The property had once been given to the College by Edward Alexander Strong, and, as we saw in a previous chapter, had been sold by the College for \$9,000, as the Board at that time considered it too far from the campus. The College now repurchased the property, or, rather, that portion of it fronting on Lincoln Avenue, for \$12,500, and a few months later it was remodeled for the Lord Jeff Club on plans of our college architect. The cost of reconstruction amounted to approximately \$77,000. The house now furnishes the Lord Jeff Club with an excellent home for the first time.

When the Board elected me as the eleventh president of Amherst College in the spring of 1932, the only instructions I received were communicated to me by the president of the Board, George A. Plimpton. He gave them to me in these words, couched in the Yankee vernacular, "Stanley, go up to Amherst and lick the college into shape." I had done my best to carry out the mandate. My fourteen years had included years of the severest depression the country had ever faced, a flood, a hurricane, and a World War. The program which I had laid out in connection with the development of the plant was still unfinished: we had not built the Mead Fine Arts Building, which I had discussed at length with Mr. Mead a quarter of a century before, Williston Hall and Walker Hall needed attention, and Pratt Museum and the Biology Building had been only partly reconverted to their new purposes when the work had been interrupted by war. But I knew that the work of a president of a living, growing college is never finished. These projects and the New Curriculum, which we had developed during the war years and which had been approved by both faculty and trustees, would be carried out by my successor.

On July 1, 1946, Charles Woolsey Cole, '27, assumed his duties as
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the twelfth president of the College. My wife and I had already moved from the president's house of which we were so fond, and in which she had done so much to add beauty and warmth for all our guests, students, faculty, trustees, alumni, and friends of the College. We moved to the Kings House at 41 Lincoln Avenue, which she had created a decade earlier from an ancient house in Enfield and a pre-Revolutionary inn in Greenwich, Massachusetts. This house will ultimately pass into the hands of the College as a gift from us both, though its creation was her work alone.

Chapter XIII

POSTWAR BUILDING

President Cole's administration began auspiciously with the departure of the last army officers assigned to the College. The last army units had already left. Veterans were flocking back to the College on their discharge from the armed services, and a large freshman class entered direct from the schools. The enrollment of the College was some fifty per cent in excess of normal. This necessarily resulted in crowded housing conditions, in an overload on the dining halls, and in a more intensive use of all of the facilities of the College. The completion of Stearns and James Halls in the autumn of 1946 greatly relieved the pressure on crowded housing of students. The cost of the new dormitories was borne by current funds and by unrestricted endowment funds.

With the accession of the new president, the responsibility for the maintenance and development of the college plant to meet the needs of the College was assumed by the treasurer, Paul D. Weathers, under the direction of the Committee on Buildings and Grounds of the Board, of which Mayo-Smith was now chairman. The completion of the new dormitories, the purchase or lease of additional houses for faculty occupancy, and the completion of the work of remodeling Pratt Museum and the Biology Building were their early problems. The construction work involved in Pratt Museum and in the Biology Building was done by Edmund J. Rappoli, Co., Inc., of Cambridge, the contractor who had built the new dormitories. The plans for the remodeling were substantially those we had developed earlier and the completion of which had been interrupted by the war.

Meanwhile our architect, James Kellum Smith, was working with Professor Charles H. Morgan, of our Fine Arts Department, and with the treasurer on plans for the proposed Mead Building of Fine Arts to be located on the eastern edge of the main campus. We have already commented on Mead's long service to the College both as architect and as alumnus. He had died in 1928. On the death of his widow in 1936, the College had received two trust funds set up by Mead

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The Lord Jeffery Amherst Club



The Mead Art Building

and, in addition, the bulk of Mrs. Mead's estate. The total of these gifts had amounted to \$919,635. It was the second largest gift ever received by the College up to that time for college purposes, exceeded only by the bequest of Frank L. Babbott, '78. The gift had been formally accepted by the Board on October 10, 1936.

In addition, Mead had secured for the College, with the cooperation of Dwight Morrow, one of the largest gifts the College had received from an individual not a graduate of the College — the gift of Edmund C. Converse of the Converse Library. And Mead alone had secured the additional gift made by Converse in his will of \$200,000 for the care and maintenance of the library.

Mead had expressed his intentions for the use of his fund in Paragraph 3 of Trust Deed #2, and in a letter dated December 5, 1924, addressed to the trustees. In the Trust Deed he had said: "Without in any way qualifying the absolute character of payments which may be made to The Trustees of Amherst College, the party of the first part desires here to state that it is his hope and desire that The Trustees of Amherst College shall, with such property and funds in such amounts as they, in their full discretion, may determine, establish . . . a Professorship of the Fine Arts at Amherst College, erect and, if already erected, then amplify a building, which building can be a worthy repository of the Fine Arts and an aid in the activities and work of such Professorship, and endow and provide for the activities and the furnishing and equipment from time to time of such building."

In his letter to the trustees Mead had said: "I do not wish to tie the hands of the trustees. They must use their own judgment in the administration of this trust. But they will do so, I am sure, with no less freedom because I thus adjure them to give true effect to the purpose of the donor."

Mead had discussed his plans and his dreams for a fine arts building, as we have seen in an earlier chapter, with Plimpton, Morrow, and me in the 1920's, and we had kept the entire Board informed of our talks, although the secretary of the Board had not mentioned in the minutes our informal reports to the Board from time to time on the subject. And Mead and I had walked about the campus on several occasions discussing his ideas of a possible site.

When the funds had come to the College in 1936-37, I had had our architect and Professor Morgan initiate studies for the building. But the problem of a satisfactory site had been a difficult one, as we have seen, and was not solved until my final year in the president's office, when the Board had authorized the razing of Stearns Church and the building of the two new dormitories.

Now the plans came before the Board at the April meeting in 1948, some twenty years after Mead's death, and twelve years after Mrs. Mead's death. The Board was divided as to whether to proceed with the building. Building costs had risen radically since the College had received the Mead funds; they had advanced substantially even since we had let the contract for the new dormitories. In addition, the College was faced with the necessity of making a general increase in the scale of faculty salaries and in the scale of pay of our buildings and grounds staff. It was urged by some of the Board, with great persuasiveness, that the College now faced a new situation, that it would be the part of wisdom to conserve the Mead funds in liquid form to support the new faculty salary scale, and that, therefore, action on the proposal to erect the building ought to be indefinitely postponed. Some of the lawyers on the Board pointed out that Mead's deeds of gift left final discretion in the hands of the Board.

After listening to the informal discussion by the Board at the president's house, on the evening before the spring meeting of the Board in 1948, I decided that I ought to depart from the policy which I adopted when I retired from the president's office. I had not attended the formal meetings of the Board and had not tried to influence trustee policy. On April 24, 1948, I mailed to each member of the Board a memorandum on the subject expressing my own point of view. The opening sentence of my memorandum gave my reasons for addressing the Board: "I am presenting this memorandum to the Board," I began, "because there are, I think, only two men now living with whom Mr. Mead discussed his proposal: James Kellum Smith, '15, the present architect of the College, who was then a young man on the staff of McKim, Mead & White, and myself; (and) because the records of the Board do not give the detailed facts of the long negotiations which led up to the gift."

Three paragraphs of the report will outline my conception of the problem faced by the Board:

"This is not a case where the passage of time has rendered Mr. Mead's expressed purposes either obsolete or inconsistent with the present aims of the College. The President has pointed out how much the proposed building would mean to the College under the new curriculum. In fact, the proposed building would be more serviceable to the College today than when it was planned by Mr. Mead over a score of years ago.

"And the need of higher faculty salaries is not a new need of the College which has arisen since Mr. Mead's death. Far from it. At just the period when Mr. Mead was working out his generous purposes with Mr. Morrow, the Board was concerned with the problem of faculty salaries. And

the Board was then initiating its program for six new endowed professorships of \$160,000 each; a program which resulted in six such endowments. Mr. Mead left that problem to Messrs. Plimpton, Morrow, and their associates on the Board. He knew what he wanted to give his alma mater; he had spent his whole life in the practice of one of the arts.

"It is of course for the Board of Trustees of 1948 to decide how they will carry out the trust reposed in them by one of the College's most generous and devoted sons. In reaching this decision they will remember that Mr. Mead's trusts were made after full conference with responsible members of the Board of the 1920's (Plimpton, Morrow, and King) and were informally and enthusiastically approved by the Board. . . .

"Under these conditions the Board of today must decide whether it is to depart from the informal commitments of the Board of the 1920's."

At the next meeting of the Board, the trustees authorized the treasurer to proceed with the erection of the building. The razing of the Stearns Church was a necessary preliminary step. The Board had voted at the close of my administration to authorize the Buildings and Grounds Committee to raze the building at their discretion. President Cole, on studying the problem, suggested to the Board that the church spire be retained, as it contained the chime of bells given to the College after the Civil War in memory of the Amherst men who had given their lives in the war, and as some of the older alumni would like to see the spire preserved for reasons of sentiment. Our college architect took no position in the matter, suggesting that it was an administrative question rather than one of aesthetics. It was understood that if the spire were removed as originally planned, the chimes would be moved to the tower of Morgan Hall. I took no position on the question; my sole aim was to have the College carry out Mead's intentions as expressed in his deeds of trust. The Board voted by a small majority to retain the spire. Now that the Mead Fine Arts Building has been completed, the question of the spire is still a matter on which members of the Board and of the alumni body disagree.

The contracts for the razing of the Stearns Church, for the repairs to the spire, and for the Mead Building were let to Edmund J. Rappoli Co., Inc., and in November 1948 ground was broken for the Mead Building. Ten months later, at the opening of the College in September 1949, the Department of Fine Arts moved in. The following spring the building was formally dedicated.

The Rotherwas Room, one of the finest rooms of Tudor England, was incorporated in the building. This had been acquired by Herbert L. Pratt, '95, in the early years of this century and built in his

mansion at Glen Cove, Long Island. Toward the end of his life, he had asked me whether the College would like to receive the room as a gift from him in his will. I had agreed enthusiastically and told him that in such event we would incorporate it in the Mead Building when it was built. Pratt's will directed his executors to dismantle the room, crate it, and ship it to Amherst at the expense of the estate. In addition, the College had received the bulk of Pratt's distinguished collection of early English and American furniture, which had been in storage at the College, and was now displayed in the Mead Building.

Another room in the building was designed to house the Nineveh tablets, which had been acquired by the College a century earlier through the efforts of Henry Lobdell, of the Class of 1849, a missionary in the Near East. These tablets had originally been displayed in the east wing of the Octagon, which, as we saw earlier, was then known as the Nineveh Gallery. Later, they had been housed in the lobby of Morgan Hall. Now they were a permanent part of the collection on display in the Mead Fine Arts Building.

The marble sculpture over the main entrance is the work of one of our most distinguished American sculptors, Sidney Waugh of New York City. Waugh was born in Amherst, and had been awarded the honorary degree of Master of Arts by the College in 1939. In his early life he had been a friend of the Meads.

The cost of the Mead Fine Arts Building was \$560,000; the cost of razing the church and restoring the spire was estimated to be about \$15,000.

There is but one more chapter in the development of the plant of the College for me to record. At the autumn meeting of the Board in 1950, the trustees approved in principle a program for remodeling Williston Hall and making certain changes in the interior arrangements of Walker Hall. In the development of the project some problems arose and on November 15 the president asked me, as his personal representative, to make a study of the problems involved. I was familiar with the situation, as I had initiated studies of Williston Hall by the college architect just before the outbreak of World War II.

On November 16, I presented a written report to the president outlining a solution of the problems involved, which seemed to meet the needs of the members of the staff involved. My recommendations were approved, and the work has been done. Plans for the new Williston were drawn by J. K. Smith, the college architect; reconstruction was entrusted to Edmund J. Rappoli Co., Inc. The changes involved the removal of the tower on the north, the erection of new stairways on the east and west ends, the provision of two modern classrooms on the

first and second floors, the provision of space for the Christian Association, and a small chapel on the third floor, in addition to faculty offices and a seminar room.

The changes in Walker Hall were made by our own staff, and provided for moving to the first floor the offices of the secretary of the Alumni Council, the offices of the director of public relations, and the George Daniel Olds Memorial Library; the remodeling of the original Olds Library for the use of the treasurer; and the provision of an additional office on the third floor for Fraternity Business Management.

The cost of the remodeling of Williston Hall amounted to some \$81,000 and was largely covered by a grant of \$72,000 received by the College not long since from the James Foundation of New York, Inc., for postwar rehabilitation of the campus. The James Foundation, it will be recalled, was the principal legatee under the will of Arthur Curtiss James, '89, and its subventions to the College have been most generous.

These changes give us a new and modern Williston Hall of improved architectural design. The new classrooms and offices are an immediate need of the College. And the changes in Walker make more useful the interior arrangements of this building and provide adequate space for the non-academic administrative officers of the College.

Johnson Chapel, Appleton Hall, and Williston Hall are now remodeled to meet the present needs of the College. It is to be hoped that funds will become available at no distant time to remodel North and South Colleges so that the row of our five ancient buildings may be preserved for the effective service of the College for another century.

In 1949, the president arranged for a study to be made of the organization and methods of the Buildings and Grounds Department of the College. The cost of the study was carried by a portion of a recent gift from Charles E. Merrill, '08, for current purposes. The firm of Booz, Allen & Hamilton, management counsel of Chicago, was retained for the purpose, and the work was undertaken under the personal direction of Edward J. Burnell, '33, a member of the firm. Their report was submitted under date of November 1, 1949, and was presented to the Board for consideration.

The report opens with a brief survey of the department which is worth quoting in full.

"During the thirty years that the department has been formally organized, the College has undergone its greatest expansion in the development of its facilities, including both buildings and land. The excellent condition of both the buildings and the grounds is evidence of the quality of

the work done by the buildings and grounds department in the care and maintenance of these facilities.

“During this period of expansion the department grew from a three-man staff to a total of ninety-nine employees at present. Costs have increased to a point where they now represent a gross expenditure of about 23% of the college budget, and, after transfers of costs to other departments of the College according to policy, a net expenditure totaling 13% of the college budget.”

As a result of the recommendations of the report, various changes were made in the arrangements of the duties of the foremen and in the keeping of records. On July 1, 1950, Henry B. Thacher retired as superintendent of Buildings and Grounds to become college engineer. He was succeeded in the post of superintendent by Robert H. Heidrich, a graduate of Newark College of Engineering, with a degree in electrical engineering, who for the past fifteen years had been plant engineer for Wallace & Tiernan Company of Belleville, New Jersey.

Thacher had joined the staff of the College thirty years before. For thirty years we had worked together in the development of the department. He had watched building after building added to the college plant, and in each case he had inspected the work of the contractor engaged for the operation. He had worked with our architect and with our landscape architect to carry into execution the plans developed by them. And he had been responsible for the maintenance of the entire plant, as well as for the care of some fifty faculty houses which had been bought from time to time and added to the College's investment. When trouble developed with the plumbing or the heating of any faculty house, Thacher was the man to whom the professor or his wife complained, and it was his responsibility to make the necessary repairs. But he was now thirty years older; he was approaching the retirement age for the administrative staff. He could look back on his work with proud satisfaction, for it had been well done. As college engineer, he was assigned the office in Walker Hall in which he had first begun his work for the College. Here his responsibility is to bring to completion the studies he had long ago initiated to map the underground service facilities of the campus, the water mains, electric lines, conduits, and drains — to locate them exactly from fixed bounds. Many, of course, had been installed during his term, but many others dated from an earlier day when careful records were not kept.

Another change in organization had been made a few years earlier by the president and the treasurer. Gordon Bridges, who came to the College in 1941 as director of dining halls, and who made an outstanding success in his management of the facilities of Valentine Hall, was

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given in addition the post of director of personnel. In this capacity he is in general charge of all the non-academic staff of the College.

With Thacher as college engineer, Heidrich as superintendent of Buildings and Grounds, Bridges as director of personnel, and Johnson as comptroller, the College now has a strong and well balanced team, working harmoniously under the general direction of the treasurer and the president. Professional advice is furnished by James Kellum Smith, college architect, and Arthur A. Shurcliff, college landscape architect, and by Lockwood, Greene & Co., engineers. The Buildings and Grounds Committee of the Board is under the able chairmanship of Carroll B. Low. Doubtless new problems will develop as the country mobilizes to meet the menacing international situation, but the college plant, which met the exigencies of World War II successfully, has now been further developed and its administration strengthened. We may be confident that it will serve the College well in the troubled years that lie ahead.

Chapter XIV

THE PRESIDENT'S HOUSE

MARGARET PINCKNEY KING

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November, 1947, No. 1.)

Amherst College, as is generally known, began in 1821 after unusual difficulties which, indeed, continued for many years before its roots had penetrated deeply enough to make certain that its long life was safely past its early hazards.

Yet from the first, its founders and supporters had a profound conviction of its noble destiny. So they built the first President's House on a large and dignified scale, not only for the president as a person, but for him as the head and representative of the college that was to be.

The first President's House was on the site of the present Psi Upsilon House. Its cornerstone was laid by Noah Webster at the close of the inauguration of President Moore, on Sept. 18th, 1821, the day before the formal opening of the College.

This house was the sight of the countryside when it was finished. It was a large mansion of brick with five chimneys, serving nine open fireplaces. Its spacious double parlors were suitable for entertaining. There were eight rooms, about seventeen feet square, with smaller rooms in the rear for domestics. There were wide halls, upstairs and down, the full length of the house, about thirty-four feet. The kitchen was enormous, evidently to provide for Commencement collations, and it had *eight* doors. In addition, there was the "elegant novelty" of a butler's pantry. The walls were constructed of double brick, making the house warmer in winter and cooler in summer, and the window seats were correspondingly deep.

President Moore died in this house. His successor, President Humphrey, lived here until, in 1834, the present President's House was erected opposite the "College grounds" of the period, then consisting of four buildings. The first President's House was then sold to Professor Fowler, who lived there until he moved to Holyoke in 1870, when he sold it to Psi Upsilon. The fraternity occupied it until 1912, when it

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The President's House (1941)



North entrance to the President's House (1940)



South porch of the President's House (1944)

was torn down and replaced by the present fraternity house. The three magnificent buttonwood or sycamore trees in front of it, still standing today, not even bent by devastating hurricanes, were brought from Sunderland in 1821. Tradition has it that they were fifty years old when transplanted, and that the old farmers said they would never live. Beneath the center tree lies buried Professor Fowler's old dog, Prince, run over by the New London train. Surely few household pets have ever had so grand a headstone!

But before we leave behind this first house, let us note that there was purposely no door between the library and the adjoining dining-room. None was permitted to be cut, for then "the charm of taking a lady on your arm into the long broad hall and so into the dining-room would be lost."

The picture of this custom has a symbolic value to me. Outside the candlelighted house lay the small dark town; its unpaved, muddy streets and footpaths very far indeed from the established centres of light and learning; its present, difficult, its future, clouded. Yet the pride that is the result of vision, coupled with a sense of power to fulfill that vision, sustained them with its outward formality, and must have kept alive the feeling that Amherst knew the ways of the world and could hold its own there. A symbolical action again, mere social ritual from one angle, but with the deeper enriching meaning in which all ritual is rooted.

This first house was, then, a real achievement, an outward and visible sign of the importance of the College. But it was to be superseded before very long. By 1833, there had been much sickness in President Humphrey's family in addition to his own ill health. The feeling was prevalent that the low-lying, damp situation of the house was responsible, and that a higher, healthier location was, in the jargon of today, "a must." In the discussion of the change, one of the more ardent trustees is quoted in a Board meeting as saying, "Gentlemen, you must either build a new house for your President, or lay him and his family in yonder graveyard." The President agreeing, it was decided to build another house.

The higher ground chosen, where it stands today, belonged to the Rev. David Parsons, minister of the Second Meeting House, then standing where the Octagon was later built, in 1847. The parsonage was where Morgan Library was later built, and was a large square three-story house with a gambrel roof, and a carriage-shed for five vehicles projecting from one side. It must have seemed rather crowded, after the ampler, if damper, location on "the Psi U corner."

It was voted, therefore, in October, 1833, that a sum not exceeding

\$5,000 be appropriated to erect a suitable house and outbuildings for the President. The first house was sold to Professor Fowler for about \$2,500. After the payment of outstanding debts the college treasury held about \$4,000, and it was decided to proceed. The house was built not by contract but by day work, and the Board minutes record, one may suppose with some melancholy, that when the bills were all in, they amounted to about \$9,000. Those succeeding generations who have profited by the spaciousness and dignity of the original design must always be grateful for the largeness of conception and courage of the Founding Fathers, of which this is only one example.

The house today stands on the books of the College at about \$100,000, and is insured for \$50,000. Perhaps two-thirds of this represents money spent over the years in repairs and improvements, to be specified later.

There were some objections to the site chosen for the new house. Professor Hitchcock, later to be the third president, expresses himself freely in his *Reminiscences*. "The new house is indeed large, commodious, and in good architectural proportions. But in my judgment its location is not near as good for a president's house as that of the old one. It is too near the college and overlooks it too much, and is too much overlooked by the college. For a President should not be obliged to see every small impropriety of students, because he must not notice them all; and this will be apt to awaken prejudices against him." I may say that to the Kings the situation seemed perfect, and "every small impropriety" seen from that undoubted vantage point added zest to life.

Into this home, then, President Humphrey moved, on its completion in 1835. He had ten children, and a wife, universally loved, but already suffering from complete deafness in her fortieth year.

The house was built on the same dimensions it has now, except that the section west from the present dining-room was of wood, one-story, with various utility rooms. The front door was on the east with a portico as at present; there was a south door, the equal of the main east one, as was usual; there was no porch; and in the east third story gable, no windows; on the windows were shutters; the five chimneys were much narrower, and there was no balustrade connecting them, as at present. In front of the house was the simplest type of fence.

Of the interior, I have found no plans. There must have been sketches of some sort, though as far as we know, there was no architect, only the craftsmen of the time, perhaps helped by the books on architecture to which they occasionally had access. Some minor irregularities, impossible to an architect, are witness to this, such as the unequal space between the second story fireplaces and the windows on each side, of little consequence except to an over-exacting decorator. But I [290]

have a floor plan sketched from memory by Alfred E. Stearns as it was about 1880, and no interior changes or additions had been made up to then, according to the minutes of the Trustees.

The key to the front east door was eight inches long. When you had opened it, there was ahead of you a hall extending through to the pantry at the west end. Directly ahead, on the left, was the usual straight flight of stairs. At its foot, was a door opening into a drawing-room with sliding doors into the second room, and beyond that, a bedroom, which is now the dining-room. On the other side of the hallway was a square room, now the library, not connecting with the next room which was the dining-room, and beyond that the kitchen — all in the area now occupied by the entrance hall, side hall, coat rooms, and staircase.

On the second story, the stairs entered a long hall like the one downstairs. On each side were three bedrooms, with large closets. At the western end of the hall were the stairs in the same position as at present, going to the third story, or attic, as it was called. At the extreme end were two bathrooms, one opening from the main hall, the other from the back hall, on which the sixth bedroom also opened. The attic, by about 1880, had two rooms at the west end, a big open space in the center with a water tank and an "airtight" stove, with a space at the east end which had been made into three rooms when windows were put in the east gable, probably between 1850 and 1875. The cellar was divided into storage rooms of various sizes, a laundry, and, by 1875 or thereabouts, two furnaces.

Remember that the house was lighted by lamps, heated by fireplaces and stoves, approached by dirt roads and paths deep in mud in the long drawn-out New England spring. Remember also the ten children!

Here, then, President Humphrey spent the last ten years of his twenty-two years in the presidency. He was succeeded by President Hitchcock who had only seven children. There are no changes, on record, in the house during his occupancy from 1846 to 1854. But its immediate outlook was greatly changed in '52, '53, when the parsonage, which had degenerated into two tenements, and its picket fence were torn down, and Morgan Library erected on the site, not entirely in its present dimensions. The stacks were not added until later, where now are the art storage rooms and the Hitchcock Memorial Room.

This is the place to insert part of a poignant letter from E. Hitchcock, son of the president, and later known as "old Doc."

It was a great strain on my father's purse to furnish the President's House. And he had to get nearly complete furniture for the two parlors,

his study, and two chambers for that big house. And another kind of a strain was that that house had not been painted or papered for ten years, and the College could not give him a dollar toward it. The consequence was that my mother, sister, and the hired girl had an immense deal of backbreaking scrubbing to do in trying to make that yellow white paint look passably. And my back and knees can ache now, when I think how I put down and took up those big parlor carpets.

And the coldness of that house! For tho we had 20 cords of wood, the halls were never warmed, there was no means of doing it, and the parlors had nothing but open fireplaces, which wouldn't both draw at the same time. So we practically never used the parlors in winter. In fact we used the back one for storage of food and various other things.

I had a fire in my room with an airtight stove, and part of the time the girls had one in their rooms. And the sitting-room (dining it was too), the study, and mother's bedroom had to be supplied with wood, and the woodshed was down one story, so that bringing in the wood was no trifle. Pa, however, generally took care of his wood box, he doing it for physical exercise.

The whole third story when we lived in this house was one great garret, with no light or ventilation save two windows in the west end, and there some of us slept Commencement week. And in the northeast corner there was a kind of board fence in which were a lot of Dr. Humphrey's effects, and among others lots of old papers and pamphlets.

Yet with all the paint-washing and lamp-filling of Mrs. Hitchcock's era she and "the Ladies of Amherst College" found time to mend and often to make clothes for the most needy students!

In 1854, President Hitchcock retired to teach again, and moved to the present "Kingman House," so-called, on the corner of Hitchcock Road and South Pleasant St. It may be of interest to note here that the latter street was called "West St." on early maps, and later still, "Broadway," about seventy years ago.

Something was done about that white paint. In August, 1854, the Prudential Committee voted "to cause the President's House to be put in repair — the outside to be painted and the front fence — the inside generally to be painted, the plastering mended and white-washed overhead — also to paper the three rooms below upon the south side and four chambers . . . and to put in a hot air furnace and a cooking range."

There followed the term of President Stearns until he died in 1876. President Seelye, who succeeded him, preferred to remain in his own home, now the Phi Kappa Psi House. The President's House was rented to Mrs. Mary Stearns, widowed daughter-in-law of President Stearns, and mother of Alfred Stearns. It was used as a school for

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girls, of which Millicent Todd Bingham has written a delightful memoir.

So for a period, the house does not appear in the Trustees' minutes except for an occasional note on small repairs. And the Trustees' minutes from 1867 to 1882 were destroyed in the Walker Hall fire, and so are incomplete.

In 1891, Merrill E. Gates was elected to succeed President Seelye, and the interior of the house underwent the first of the two major changes in its history, and the greatest. The kitchen and dining-room, on the north side of the house, and the rooms above them were torn out to make room for a door on the north, the present square hall and staircase, with the Palladian window on the landing, and a coat-room. The kitchen was relegated to the basement, under the reconstructed woodshed, with windows to the south and west. The room on the southwest corner became the dining-room. The one story woodshed was developed into a two story wing of brick, with a large chimney on the north side.

The first story of the wing became a library, panelled in ash, a large fireplace on the north end, with triple windows on the west and double windows on the south. The second story was a bedroom with a fireplace, and windows to the west and south, with beautiful views of the Holyoke range and the distant Berkshires. During the King administration, it was the President's study and bedroom combined.

These radical structural changes brought about others. The banisters on the stairway were copied from some by Bulfinch in the State House at Boston; Corinthian columns took their place as supports in the upper and lower hallways; elaborate mantels and cornices were put in three of the downstairs rooms, partly of carved wood, and in part of appliqued composition. The sliding doors were eliminated between the two south rooms, and the dining-room was panelled. At this time, probably, the chimneys were widened, to be in better proportion to the house, a balustrade was built to connect them, and the rounded bay added to the south porch. At this time, the barn, which was only about thirty feet northwest of the rear of the house, may have been moved.

A contemporary comment from the *Amherst Student* of June 11, 1892, adds vitality to these details:

Some of the finest woodwork ever put together is just finished in the house of Pres. Gates of Amherst College. It was done by Joseph Hebert. Only two rooms were finished, yet there was \$3,000 worth of work done. Panels of mahogany and oak were made all over the rooms, and the magnificence of the work was never equalled in any land. One flight of stairs in one room cost \$525 and two mantels cost \$300. All the work was done by Mr. Hebert and mostly prepared at his factory, where he has all the

machinery for wood working of all kinds. Pres. Gates was greatly pleased with the work, and the New York architect wants Mr. Hebert to do some fancy work in fine New York houses.

President Gates lived in the house from 1891 to 1899, when it was rented for three months to the Rev. Henry Preserved Smith, a member of the Faculty. Then President Harris took over. In 1903, the grounds in the rear of the house were graded, and the colored church and the janitor's house were removed from the area now occupied by the Phi Delta Theta House.

In 1912, President Harris was succeeded by Alexander Meiklejohn whose administration lasted twelve years. In 1912, extensive repairs were made. An additional bathroom and toilet were installed, the windows in the dining-room were extended to the floor and opened on a wrought-iron balcony, as at present, and a drive was made in the rear of Morgan to approach the north door. There was a side entrance on the north toward the rear, serving the side hall and the library.

In 1923, President Meiklejohn resigned, to be succeeded by George Olds. At this time several major structural changes were made. It was felt that a basement kitchen was too inconvenient. Accordingly the panelled library occupying the whole of the west end was made into a kitchen with a storage pantry, and opening out of it, to the north was added a glassed-in maids' sitting room, with a large, heated entry below it. A new wiring system, new heating and new plumbing systems were installed. Bathrooms were added in the two east rooms on the second story, and the whole house was painted and papered and fitted with new draperies. The cost, estimated at \$25,000, was approximately \$40,000.

In 1927, President Olds retired and was succeeded by Arthur Stanley Pease. A one-car garage was added below the kitchen on the west. The blinds were removed; large panes of glass replaced the small ones; and the house was connected with the central heating plant.

In 1932, President Pease returned to teaching at Harvard and was followed by Stanley King, who had been an active trustee for eleven years.

Structurally there was no room for change, with a few minor exceptions. A large closet in the third story was lined with cedar; some shelves and bells were rearranged; and the first floor coat-room was made into two smaller ones. One radical change, however, involved the outside more than the inside. After a first winter of experiment, the main entrance at the east, with its steep flight of steps to the sidewalk, was given up in favor of the entrance on the north. The door

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there could be approached directly from the drive, and opened into the large hall, with direct access to the cloakrooms. At crowded parties this avoided undue congestion, and in daily living made for greater quiet and privacy in the library and front drawing-room. It also halved the distance in answering a front-door bell, a minor improvement not to be despised.

This change seemed radical to those who had used the east entrance for years and years, but its value was soon apparent to all. The old steep steps to the sidewalk were eliminated and some of brick, with an easier rise, made at the northeast corner of the house. The turn-around drive on the north was widened; the centre planting arranged with a path across to the sitting space by Morgan; and a brick retaining wall was stretched from the house to the big elm to enlarge the area by the back door and the garage.

At this time was begun the landscaping of the grounds as a whole. There had been an unimpeded connection between these grounds and those of Phi Delta Theta, and they were also entirely open to through traffic on a short cut from Northampton Road to Woodside Avenue, on which small litter and trash accumulated, with results less than pleasing. This area was set off and bounded with shrubbery, as was also the line along South Pleasant St. The art of landscaping is a continuing preoccupation of this author, but it is beyond the confines of this article to describe the planting in detail. Suffice it to say that a full report of this planting, which amounted over the years to some 1700 trees and shrubs, was compiled at the end of the King administration and filed in the Hitchcock room. One never knows when such records may be of interest.

1934 marked the hundredth anniversary of the house. The Kings celebrated it by restoring the small panes in all the windows, except the service area. Old glass was, of course, impossible to obtain, but the mullions were made to look as if they had been through some, at least, of the hundred years.

The condition of the roof had become a matter of concern, for it was fifty years old and was showing its age. So a completely new roof was put on in the summer of 1938. When the hurricane zoomed through Amherst that September, and the new roof held, though the porch furniture sailed through the air and was never seen again, one's imagination quailed at the mental picture of the worn out roof on the same wild journey into nowhere, leaving its grand old house open to elemental fury.

In writing this article, the temptation has been constant to wander into paths of anecdote, reminiscence, and speculation about the life

within these four walls in a hundred years and more. But the specifications called only for the physical life of the house, and the other side must await a future historian.

So ends this chronicle of the first one hundred and twelve years. For its inadequacies and very probable inaccuracies and omissions, apology is rendered here. Here, too, belongs my farewell tribute to this beautiful dwelling-place. We lived there for fourteen happy years. They were not tranquil. Our first few years were conditioned by the world-wide depression. In 1936, we had our share in the devastation of the great flood in the Valley. In 1938, the hurricane swept away much familiar beauty forever, and complicated the task of planning for the future. In 1939, the darkness of World War II cast its fearful shadow across our sheltered ways. And in 1941, we were engulfed in the common problem of survival. But however troubled the time, however heavy the burden and the anxiety, I always entered its doors, and moved about its comfortable, noble space with a sense of reassurance, refreshment, and peace. Long may it stand, a memorial to the Founding Fathers, and an inspiration to those within its walls.

Chapter XV

CONCLUSION

We have followed the development of the buildings and grounds of the College from the purchase of the first parcel of land from Colonel Elijah Dickinson and the erection of South College, down through the one hundred and thirty years that have intervened to the present. We have seen that Amherst was one of the earliest colleges to develop a comprehensive plan for the location of its buildings, and that this plan was developed by an uncommonly versatile and active young member of its faculty, Jacob Abbott. And we have followed the work in this field done in later years at the College by Calvert Vaux and the Frederick Law Olmsted (father and son), by McKim, Mead & White, and by Arthur A. Shurcliff, all of them masters in this field.

We have followed the construction of each building. Johnson Chapel, built by the founders with some slight assistance from Captain Isaac Damon, Northampton architect and contractor, for which the College paid only \$25 for professional advice, is the pride of the College today and is regarded by some critics as one of the best examples extant of the Greek revival period of our architecture. South College and North College, built by the founders without professional advice and criticised severely by President Hitchcock and others for more than a generation, we now regard with veneration as excellent examples of our early Colonial style.

And we have followed the work of a series of architects, some selected by the College and some by the donors, whose work stands today as an expression of the aesthetic climate of the period: Henry A. Sykes of Springfield who designed the Octagon, Morgan Hall, and Appleton; Charles E. Parkes of Boston who designed Williston, East College, and Barrett; George Hathorne of New York, architect of Walker Hall; William Appleton Potter of New York, architect of Stearns Church; Peabody & Stearns of Boston who made the plans for rebuilding Walker after the fire; Francis R. Allen, '65, of Boston who designed the addition to Morgan Hall; E. L. Roberts of New York who was chosen by the donor to design Pratt Gymnasium; W. B. Tubby of

New York, selected by another donor as architect for Pratt Health Cottage; Charles A. Rich, chosen by the donors to design Morris Pratt Memorial Dormitory; Boring & Tilton of New York, the donor's choice to design the Pratt Natatorium; and McKim, Mead & White, one of the great architectural firms of our entire history, who have designed most of the buildings on the campus during the past sixty-odd years. One by one, they have passed on to their reward and been succeeded by the present generation, but their work remains to testify today to their conceptions of architectural style and their choice in the use of materials. The climate of opinion changes from generation to generation. We would not today describe Walker and Williston in the flowery terms used by our predecessors, but the buildings were honestly built and have served the College well for decade after decade.

Four of our architects have been graduates of the College: Francis R. Allen, '65, William R. Mead, '67, James Kellum Smith, '15, and Frederick J. Woodbridge, '21, who designed three house libraries.

The most striking fact which occurs to me, as we view the development of the college plant over the period of one hundred and thirty years, is the rise in the standard of living of our students as reflected in the plant, and the rise in the cost of providing an adequate plant for the work of the College from generation to generation. These are in a sense two facets of the same problem. Let us look first at our facilities for housing our students. The standards at Amherst in 1830 were not materially different from the standards which obtained at that time in our sister colleges in New England. Our standards today are on substantially the same level as those of our sister colleges. Our practice then and now does not constitute an isolated phenomenon in the social context in which the College is placed; it is typical of the social background of the time. And this fact, of course, constitutes its significance.

Our early dormitories contained no plumbing, no lighting facilities, and no heating arrangements other than open fireplaces. This was consistent with the standards of the time. But it reduced materially the costs of building. North and South Colleges were well built. They were as fireproof as it was possible to make them at the time. Until builders discovered the possibilities of concrete and steel in this century, brick buildings with wood floors and wood stairways were the accepted standard for fire protection. And the partition walls in North and South are heavy brick walls extending from basement floor to roof. Many of my contemporaries who attended Harvard College when I was an undergraduate at Amherst lived in relatively new Harvard dormitories in which the rooms were heated by individual coal fires in grates in individual rooms. And when I attended the Harvard Law [298]

School, I roomed in a third floor room in a private house in Cambridge, which had no heat whatever, not even a fireplace; and my landlady kept the door to the stairway leading to the third floor closed at all times so that no heat could by any possibility rise to my room and thus add to the expense of heating the first two floors. I was unable to keep water in a pitcher in the room, for it would freeze and break the pitcher, which would then be charged to me. True, it was a rugged mode of life in a New England winter, but I suffered no ill effects whatever, and I did not regard my lot as a hard one.

North and South Colleges each cost about \$10,000 to build. This meant a cost of five cents per cubic foot. Each could accommodate sixty-four students. This means a cost of about \$156 to house each student. Morrow Dormitory, built in 1925-26, cost about sixty-six cents per cubic foot, exclusive of furnishing and cafeteria equipment. The cost per student housed was in the neighborhood of \$3,800 per student. The cost per cubic foot had increased more than thirteen fold, the cost per student more than twenty-four fold. Today the cost of building is about two-and-a-half times what it was when Morrow Dormitory was built.

Thus far we have considered the increased cost of plant facilities caused by the rise in the standard of living and the rise in building costs. Another factor, of great importance in the increase of the plant account of Amherst and of her sister colleges, is the changing academic policy in subjects taught and in mode of teaching. Let us look for a moment at the physical sciences as an example.

In the early days of the College, Amherst offered work in both physics and chemistry, although physics then went under the name of natural philosophy. Both subjects were taught in the basement of Johnson Chapel; most of the necessary equipment was made by the professors who taught the subjects. Today the department of physics occupies most of the Fayerweather Laboratory and the department of chemistry occupies all of the Moore Laboratory. The Fayerweather Laboratory, built in 1892, contains about 666,000 cubic feet; the Moore Laboratory, built in 1928, contains about 625,000 cubic feet, or about 7% less. But the Moore Laboratory cost \$475,000 as against a cost of \$100,000 for Fayerweather. On January 24, 1951, the president of Yale University announced that Yale would now build a new physics laboratory. Its size would be about three times as large as Fayerweather or Moore; its cost was estimated at \$5,000,000.

We may put these facts graphically by saying that in 1830 Amherst invested \$3,000 in plant for the teaching of both physics and chemistry. Sixty years later, due to increased content in these subjects and in-

creased student enrollment in the physical sciences, Amherst invested \$100,000 in plant for the purpose. Thirty-six years later, Amherst added an investment of \$475,000 for chemistry alone. And in the meantime it had added to its equipment for the department of physics. Its plant investment for the two subjects now amounted to over \$600,000 and it had, in addition, an endowment fund of \$250,000 for the maintenance of the Moore Laboratory of Chemistry. This made a total of about \$850,000. In 1951, Yale proposes, for the department of physics alone, an investment of \$5,000,000 for a building three times the size of our physics laboratory, but costing nearly fifty times as much.

Let us take another example — the teaching of fine arts. For its first half century Amherst offered no work in this field, and Amherst in this respect was no different from its sister colleges in New England. In 1874 Harvard College appointed Charles Eliot Norton, who had been an instructor in French and a university lecturer for a brief period, lecturer on the history of the fine arts as connected with literature. The following year Norton was made professor of the history of art, a post which he held with great distinction for twenty-three years. Amherst followed the example of Harvard in a modest way. In 1879 Richard H. Mather, '57, was appointed professor of Greek and lecturer on sculpture, a post which he held until his death in 1890. Mather secured funds with which to buy a large collection of casts which for years was exhibited on the third floor of Williston, and with this equipment and a contagious enthusiasm for his subject, he offered the lectures in the field of the arts which were remembered by his students.

In 1927, nearly thirty years after the retirement of Charles Eliot Norton, Harvard built the William Hayes Fogg Art Museum at a cost for construction of \$1,240,000, to which later expansion added another \$75,000. The following year occurred the death of William R. Mead, whose fortune was to come to Amherst for the development of work in the fine arts after the death of his wife. In 1930 Charles Hill Morgan, II, was appointed assistant professor of fine arts. In 1950 the Mead Art Building was dedicated. Its cost had been \$560,000.

An even more striking example is found in the field of physical education. We have seen that in the 1830's the students themselves built certain outdoor apparatus in the college grove east of Johnson Chapel for physical exercise. Today Amherst has the Alumni Gymnasium, the Cage, the Davenport Squash Building, the Harold I. Pratt Pool, Pratt Field and the two field houses, Hitchcock Field, and Memorial Field. The buildings devoted exclusively to physical education contain nearly 3,000,000 cubic feet, or one-quarter of the entire cubic contents of all buildings devoted to education. In addition, the College has the

Infirmary, containing 220,000 cubic feet, which is devoted exclusively to the physical well being of our students. Our entire physical education plant and infirmary stand on our books today at \$1,264,500.

If we examine the catalogue of the College in its early days, we find the curriculum is based on Latin, Greek, and mathematics, together with courses in some of the sciences, in philosophy and religion. But the following subjects which are taught today and are studied by increasing numbers of students do not appear: history, economics, political science, psychology, French, German, Italian, Spanish, English, dramatics, music, fine arts, education. To teach courses in these fields today requires not only teachers but classrooms, seminar rooms, and thousands of feet of shelving in the library stacks. A detailed examination of our figures leads to the conclusion that the most important cause of the astronomical increase in plant requirements for the college of today compared with the college of 1830 is to be found in our academic policy, in the subjects taught and the content of the courses, and the space and equipment necessary for the proper presentation of the subjects to our students.

In the Report of the Finance Committee of the Board dated October 27, 1875, written by Alexander H. Bullock, after a detailed study of the operations of the College, Governor Bullock comments on the striking increases in the cost of operating the College during the previous generation. His remarks are directed to the operating costs, but they apply with equal force to the costs of the plant requisite for the work of the College. Governor Bullock says, "This greatly disproportionate increase in the cost of instruction is a natural development, a fruit of the broader, more exact, more varied, more profound and more stimulating methods and degrees of education in this later day. But it must be paid for. It should be classed among the innumerable other instrumentalities of modern progress, more extended and more energetic, and therefore more expensive, than those which answered for the standard of a past period." And the increased costs which engaged the attention of the Amherst Finance Committee in 1875 have continued their rise, sometimes slowly, sometimes with terrifying speed, until the present.

What questions would be asked today by a returning alumnus who had graduated, let us say, in the centennial year of 1921, and who had not been on the campus since his graduation? Let us follow him as he walks from North College, where he roomed as an undergraduate, to Johnson Chapel, Walker, Williston, Pratt Gymnasium, and Converse Library. The Chapel has been entirely remodeled and a new portico added to the east, North and South have house libraries, Ap-

pleton and Pratt Gymnasium have been entirely remodeled, Walker and Williston have been remodeled, Converse Library has received a large addition, the Church has gone, Barrett looks unchanged. But as he extends his walk to the north, to the east, and to the south, he sees one new building after another, all built since his time: a new plant for physical education, a theater, a faculty club, new dormitories, a fine arts building, new laboratories, dining halls, heating plant, infirmary, playing fields, new driveways, a new college grove, and a war memorial. After such a walk, our alumnus might well ask himself three questions: Is the College overbuilt? Are all these new facilities useful in the daily life of the College? Is the plant finished?

These are important questions, and our alumnus deserves a thoughtful answer. Perhaps he calls on the treasurer, who graduated a few years ahead of him, and then on the dean, whom he remembers as an upperclassman. The treasurer tells him that the plant account of the College stood on his books at about \$1,900,000 in 1921, and now stands at over \$6,860,000, an increase of nearly \$5,000,000. "But," adds the treasurer, "let us look at the figures for our sister colleges. In the same period the plant account of Wesleyan has risen more than \$4,500,000 and is now nearly as large as ours. The plant account of Williams is now about \$6,300,000, and Williams is still building." The treasurer goes on to point out that if you divide the total plant account by the number of undergraduates, you get the plant account per student. At Wesleyan this figure is about \$6,325 and at Williams about \$5,536. Amherst's figure is about half way between, at \$6,023.

The tables in the treasurer's office show some other facts that are interesting. The big building program of Amherst was carried through in the years from 1934 to 1939, when the index of building costs varied from 160 to 200 (1915 being taken as a base at 100). The index in the period from 1923 to 1929 was close to 200 throughout the period. The index since 1946 has risen from about 275 to over 510. Amherst bought its buildings in the new program of development at almost the lowest prices which have obtained since the beginning of World War I. Colleges which undertake substantial building programs now, as many have had to do, will pay about three times as much for the same quality as Amherst has paid.

It is clear to our alumnus that the Amherst plant development was uncommonly well bought. With the economic forces at play in the world today, he sees no likelihood that building costs will ever return to the level of the 1930's. He sees too that our total plant account is in line with those of our sister colleges of Wesleyan and Williams. But he walks across to the Chapel to see his old friend, the dean of the Col-

lege. He remembers the dean as a junior when he was a freshman. And he is astonished to realize that Porter is now completing his twentieth year in the dean's office, the longest term of any dean in the history of the College. Georgie Olds was his dean, but Porter has already served nearly twice as long in this office as Olds.

The dean tells him that we have only just enough classrooms and seminar rooms to accommodate the classes that he has to schedule, that the classrooms in the new Mead Fine Arts Building are used for classes of other departments as much as or more than for classes in fine arts, that the remodeling of Walker and Williston gives some relief, that we have no more faculty offices than necessary to take care of our needs, that our plant in physical education is in full use, and during World War II was so crowded that the demands of the army and the navy for its use for their trainees at the College had to be arbitrated by the president.

When our alumnus puts to the treasurer and the dean his final question, as to whether the plant is finished, he receives the same answer. A college plant is never finished. This, at least, is the lesson of history — the history of Amherst and Williams and Wesleyan and Bowdoin, the history of Harvard and Yale. The students who graduated from Amherst in 1921, the faculty of the College of 1921, could not have anticipated the developments that would take place in the next thirty years. And we today cannot guess what the College will be like in 1980. But during the past thirty years, while the Amherst plant grew from about \$1,900,000 to about \$6,800,000, the endowment of the College more than kept pace. In 1920, the securities held in the endowment of the College were appraised by J. P. Morgan & Co. at market at \$3,706,636; thirty years later (June 30, 1950) our endowment funds had a book value of some \$14,776,715 and a market value of well over \$16,000,000. While the plant had grown some 260%, the endowment had increased more than four fold.

And the treasurer added that the College must within a reasonable time replace the conduits which carry steam to its buildings from the central heating plant by modern tunnels, and must undertake radical renovation in our two oldest dormitories, North and South, to bring them up to the standards of our later dormitories. More classrooms must be remodeled to bring them to present-day standards in lighting, and in ventilation; and some solution must be developed for the constantly expanding needs of the library for stack space. A college's collection of books never ceases to grow, even though the undergraduate enrollment is held at some maximum established by the Board.

And our alumnus realizes that a college plant is never static; it

must respond to the changing needs of the College and these must respond to the changing demands of society upon the College.

As the Amherst plant has grown, and as inflation has raised the costs of operation and maintenance, as, in fact, almost everything that the College buys has risen in cost, the annual expense of "Operation & Maintenance of Plant" in the college budget has risen. In the earliest days of the College, the plant was cared for by one part-time janitor, whose annual compensation was \$300. The College needed no plumbers because there was no plumbing to care for and repair; it needed no electricians. It bought no coal, only enough cordwood to serve the stoves in the recitation rooms, which were tended by students who received scholarship aid. Students cared for their own rooms — or did not, as the case might be. The College needed no groundsmen to care for the campus. It was cleaned up once a year by the students on "chip day." And no teacher could incur any expense for account of the College for equipment or supplies without a vote of the faculty and the approval of the Prudential Committee of the Board.

The treasurer's report for June 30, 1950, records the fact that Operation & Maintenance of Plant for the academic year 1949-50 cost \$328,932. This compares with \$653,992 for Instruction, and \$108,791 for Scholarship & Student Aid. There seems to be no likelihood that costs of operation and maintenance will decrease; in fact, an increase in this item may be looked for over the next decade.

Where did the funds come from which have made possible the present campus and buildings of the College? In the preceding chapters we have noted the answer to this question in some detail. The larger part of our endowment came to us in bequests under wills of generous alumni and friends of the College. This does not seem to be true in the case of our buildings. It will be worth while to examine this question in some detail.

Johnson Chapel we owe to the bequest of Adam Johnson. The funds for Appleton came from the trustees under the will of Samuel Appleton. The addition to Morgan we owe to the unrestricted bequest of Henry T. Morgan. The Fayerweather Laboratory of Physics came from the unrestricted bequest of Daniel Fayerweather. The Davenport Squash Building we owe to the bequest of John Davenport, whose will provided that the funds be used for a memorial building. The Infirmary was built with unrestricted funds from the bequest of Arthur N. Milliken. The Kirby Theater we owe to a gift by the executors of the estate of Dr. Kirby. Valentine Hall came from a bequest under the will of Mrs. Valentine, providing that a part of the fund should be used for a memorial. And the Mead Art Building was paid for entirely from

funds from the estates of Mr. and Mrs. Mead, in accordance with the express request of Mr. Mead. The list adds up to eight buildings and the addition to Morgan. The funds from these estates used for building come to a total of about \$1,265,000.

The list of buildings erected with funds given by living donors is much longer. It includes the Alumni Gymnasium, Barrett, Biology, the Cage, Converse Library, the Garage, the Heating Plant, Memorial Field, Morrow Dormitory, Moore Laboratory, Morgan, the Observatory, Pratt Field, Pratt Pool, Pratt Dormitory, Pratt Health Cottage, the Red Schoolhouse, South College, Stearns Church, Walker, and Williston. This list includes some twenty-one items.

There is, of course, a third category — buildings built from the general funds of the College. In this group we may well include North College, the President's House, College Hall, and James and Stearns Halls.

"Amherst College," Calvin Coolidge remarked a few weeks before his death, "is a good college." Today Amherst has a good faculty, a good student body, a good plant, and it is led by good administrative officers, responsible to an able and devoted Board of Trustees. But perhaps equally important as an asset of the College for the future is the alumni body. No college is richer than Amherst in the loyalty and devotion of its graduates.

NOTES ON SOURCE MATERIAL

In the preparation of this study I have examined all of the relevant material in the possession of the College that I have been able to find. Much of it is in the archives in the Hitchcock Memorial Room in Morgan Hall. The figures of cost of our building operations have been taken from the records of the treasurer's office or the records of the superintendent of Buildings and Grounds or from trustee records. The figures for Bowdoin, Wesleyan, and Williams have been taken either from official publications of those colleges or have been supplied me by their presidents. The Harvard figures are taken from an official publication of the University (1949) entitled: *Education, Bricks and Mortar — Harvard Buildings and their Contribution to the Advancement of Learning*.

The quotations from President Hitchcock are in most cases taken from his published *Reminiscences*, in a few cases from letters preserved in our archives. The quotations from President Stearns are taken from his published addresses or from his letters. The quotations from Dr. Edward Hitchcock, Jr., are from his unpublished manuscript notebooks. The statement as to the vote of George A. Plimpton on the election of President Gates is made on the authority of a statement from Plimpton to me; his negative vote was not recorded in the minutes of the meeting.

For earlier figures on the costs of Amherst building, I have relied on the published accounts by Tyler and Hitchcock, on longhand memoranda of Hitchcock, and on the account books of John Leland, the first treasurer of the College.

The figures of cubic capacity of our buildings have been taken from a table prepared in the office of the superintendent of Buildings and Grounds. The map of the college holdings of land in Amherst was prepared by Henry B. Thacher in collaboration with Herbert G. Johnson, comptroller, and revised to 1951. Mr. Thacher was then chief engineer of the College.

Chapter XIV, on the president's house, was written by my wife, Margaret Pinckney King, and published in the *Amherst Graduates' Quarterly* of November, 1947. It is reprinted with her permission and the permission of the *Quarterly*. The investigations on which the article is based were made by her.

The information regarding the building operations of Alpha Delta Phi I obtained from Tilford W. Miller, '14, of Wilton, Connecticut, treasurer of the Corporation; that regarding the building operations of Psi Upsilon from Oliver B. Merrill, Jr., '25, of New York City, treasurer of the Corporation, and from William S. Tyler, '95, of Plainfield, New Jersey, and Ernest M. Whitcomb, '04, of Amherst, both former treasurers of the Corporation. The information as to Delta Kappa Epsilon is taken from their books of account [306]

of the period now on deposit in the Hitchcock Memorial Room. The figures as to other chapters have been supplied me by the office of Fraternity Business Management. I have also examined Baird's *Manual of Fraternities*.

The source material listed below is to be found in the Hitchcock Memorial Room or in the vaults of the College unless otherwise noted.

The best sources of background material are the following:

Amherst College Biographical Record, 1821-1939

Amherst College Biographical Record, edition of 1951

Amherst College Catalogues

Historical Collections, by John W. Barber, 1848

History of Amherst, Carpenter & Morehouse, 1896

Amherst: The Story of a New England College, by Claude M. Fuess, 1935

History of Hadley, by Sylvester Judd, 1863

Reminiscences of Amherst College, by Edward Hitchcock, 1863

History of Williston Seminary, by Joseph Henry Sawyer, 1917

Piety and Intellect at Amherst College, by Thomas LeDuc, 1946

History of Amherst College, by William S. Tyler, 1873

History of Amherst College, by William S. Tyler, 1895

This Was a Poet, by George F. Whicher, 1938

Mornings at 8:50, by George F. Whicher, 1950

Around a Village Green, by Mary Adele Allen, 1939

Other important source material on which I have relied is the following:

Original Books of Account

Minutes of Trustees

Minutes of Prudential Committee

Minutes of Executive Committee

Minutes of Faculty

Reports of Buildings and Grounds Committee

Reports of Presidents

Reports of Treasurers

Reports of Finance Committee, 1875 and 1924

Gift Book

Notebooks of Edward Hitchcock, Jr.

Origin of Amherst College in Massachusetts, by Noah Webster

Sketches of the Early History of Amherst College, by Heman Humphrey

Records of Fraternity Business Management

Papers of John Leland

Papers of J. Vaill

A Book of Records containing an account of the doings of the Board of Overseers to the Charity Fund upon which is founded the Collegiate Institution in Amherst, from August 28, 1822

Address at Opening of Walker Hall by William A. Stearns, 1871

Student Life at Amherst College, by George R. Cutting, 1871

Annals of Amherst College — The Soil, the Seed, and the Sowers, 1860

Jacob Abbott's *Young Christian*, memorial edition, 1882
Mary E. Stearns, by Millicent Todd, 1909
Education, Bricks and Mortar, Harvard University, 1949
C. B. Adams — Western Atlantic Marine Shells, Clench and Turner, 1950
A Description of Brunswick, Me., in *Letters by a Gentleman from South Carolina to a Friend*, 1823, second edition
 "Our First Men": *A Calendar of Wealth, Fashion and Gentility*, 1846
Amherst Collegiate Magazine
Amherst Student
Visitor's Guide, by Charles H. Hitchcock, 1862
Springfield Weekly Republican, February 2, 1883; article on Henry T. Morgan
Boston Telegraph, February 19, 1824; letter by Jacob Abbott
Popular Description of the New Cabinet and Astronomical Observatory of Amherst College for the Use of Visitors, 1848
The Use at American Colleges of the Word Campus, Colonial Society of Massachusetts Publications, vol. 3, 1900
The Nation, LXVI, 1898
Amherst Graduates' Quarterly
 Article in *New York Herald Tribune*, January 7, 1951, on McKim, Mead & White by Wayne Andrews
 Article in *Architectural Record*, vol. 26, by Montgomery Schuyler on William Appleton Potter
Amherst — Alpha Delta Phi 1837-1887, 1887
 Correspondence of Presidents Hitchcock, Seelye, Gates, Harris, King, Trustees Plimpton, Arthur Curtiss James, Whitcomb, D. Willis James, Charles Pratt, Charles M. Pratt, George D. Pratt, and Treasurer Kidder.
 Files of Treasurer's Office
 Files of Department of Buildings and Grounds

ACKNOWLEDGMENTS

The following is a list as left in the manuscript. Obviously it is only a partial one. But all those who cooperated in any way must know how much their interest and assistance were appreciated. The explanatory notations in parentheses are mine.

- | | |
|--|---|
| Margaret P. King | |
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| Otto Manthey-Zorn | |
| Henry B. Thacher | (for preparation of maps) |
| Herbert G. Johnson, '16 | (for facts and figures) |
| Ernest M. Whitcomb, '04 | (for facts relative to his father's connection with the College) |
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| William S. Tyler, '95 | |
| Tilford W. Miller, '14 | (for data on Alpha Delta Phi House) |
| James Kellum Smith, '15 | } (for data on buildings designed by McKim, Mead & White) |
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| | |

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MARGARET PINCKNEY KING

SUMMARY OF

(chronological)

<i>Date</i>	<i>Building</i>	<i>Approx. Cost</i>	<i>Method of Financing</i>	<i>Architect</i>	<i>Contractor</i>
1820-21	South College	\$8,000	Labor, money, and material contrib- uted by people of Connecticut Valley	None	None
1821-22	President's House (first)	\$4,000	Labor, money, and material contrib- uted locally	None	Warren S. How- land, Amherst
1822-23	North College	\$10,000	Money borrowed from Charity Fund and \$30,000 Fund	None	Hiram Johnson, Amherst
1826-27	Johnson Chapel	\$15,000	Bequest of Adam Johnson of Pelham \$4,000; remainder borrowed	Isaac Damon, Northampton, prob- ably consulted to some extent	Hiram Johnson, Amherst
1933	<i>Johnson Chapel Renovation</i>	\$108,000	Dwight W. Morrow Trust Fund and gift of Mrs. Edwin Duf- fey	James Kellum Smith, '15, of McKim, Mead & White	Casper Ranger Construction Co., Holyoke
1827-28	"Old" North College	\$10,000	Money borrowed	None	George Guild, Amherst
1834-35	Present President's House	\$9,000	Proceeds of sale of first house (\$2,500); remainder bor- rowed		Warren S. How- land, Amherst
1847-48	Octagon (Woods Cabinet and Lawrence Observa- tory)	\$9,000	Fund raised by Jo- siah B. Woods of Enfield from 43 donors who gave \$8,437 (including bequest of \$920 from Samuel Stone of Townsend)	Henry A. Sykes, Springfield	Henry A. Sykes, Springfield

BUILDINGS

order)

<i>Building Committee</i>	<i>Remarks</i>
Enos Baker Rufus Cowles Samuel Fowler Dickinson Nathaniel Smith Hezekiah Wright Strong	Cornerstone laid August 9, 1820. Dedication at inauguration of President Moore on September 18, 1821. Served as dormitory, library, laboratory, and recitation building until other buildings were erected. Exterior today substantially as erected. For interior renovations see entries under North College. In 1933 a house library was installed as a gift of James Turner, '80, in memory of his class; architect, Frederick J. Woodbridge, '21.
	Cornerstone laid the day South College was dedicated. This house, on approximate site of present Psi Upsilon House, was sold to Professor William Fowler for \$2,500.
	Built mainly as a dormitory, the fourth floor, south entry, was used for academic purposes: What are now the two corner rooms, with the hall, then formed one large room which served as chapel, lecture room, and laboratory; the two adjoining rooms were the library and the cabinet for physical and chemical apparatus. Exterior substantially the same today as when erected. Interior changes and renovations have taken place over the years in both North and South: in 1892-93 at an expense of \$45,000, and in 1915 and 1920 at an expense of \$12,000. A house library was installed in North in 1933 as the gift of Stanley King, '03, and Richard King, '35, in memory of Henry A. King, '73; architect, Frederick J. Woodbridge, '21.
John Leland Nathaniel Smith	Dedication February 28, 1827. Built to house chapel, laboratory, museum, library, and recitation rooms. In 1863 the building was renovated at an expense equal to its original cost and in the early 1920's an appropriation from the Centennial Gift made possible a program of repairs and improvement. The 1933 renovation involved a forty-foot extension to the east, new eastern façade, interior changes, and new organ. The Aeolian Skinner organ (replacing organ given by the Class of '83 in 1908) was the gift of Mrs. Duffey, widow of Edwin Duffey, '90. Dedication May 23, 1934.
Standing Committee (see Appendix 6) and special committee of Robert W. Maynard, Lucius R. Eastman, and George D. Pratt	
John Leland	"Old" North dormitory was on present site of Williston Hall. Building destroyed by fire January 19, 1857.
President Humphrey John Leland Luke Sweetser	Repairs and renovations from time to time over the years, among the most important of which were: \$11,000 in 1892, met by gifts; \$18,000 in 1912 (met partly by gifts of \$7,500); and \$43,000 in 1924, charged to the Centennial Fund. For details see Chapter XIV.
President Hitchcock David Mack Andrew Wood Porter Samuel Williston Josiah B. Woods	Woodwork was done by Robert Cutler of Amherst, stucco by George Gill, New Haven, and iron posts and doors by James Ames, Cabotville. Dedication, June 28, 1848. Originally built to house the work of the Departments of Astronomy and Geology, as well as the collections of the College, the Octagon became the headquarters of the Department of Music when the Observatory and the Biology-Geology Building were erected.

<i>Date</i>	<i>Building</i>	<i>Approx. Cost</i>	<i>Method of Financing</i>	<i>Architect</i>	<i>Contractor</i>
1855	Octagon Geology Lecture Room	\$1,000	Gift of Luke Sweet- ser		
1857	Octagon Nineveh Gallery	\$567	Gift of Enos Dickin- son		
1852-53	(Morgan) Library	\$11,000 (land and building)	Gifts obtained by Professors William S. Tyler and George B. Jewett from 296 donors amounting to nearly \$21,000. Surplus over build- ing cost used for books	Henry A. Sykes, Springfield	Henry A. Sykes, Springfield
1882-83	<i>Morgan Library Addition</i>	\$47,000	Gifts from eight donors; remainder taken from bequest of Henry T. Morgan of New York, for whom building was then named	Francis R. Allen, '65, of Allen and Ken- way, Boston	
1855	Appleton Cabinet	\$10,000	Funds from estate of Samuel Appleton	Henry A. Sykes, Springfield	George P. Shoals, Easthampton
1925	<i>Appleton Cabinet Renovation</i>	\$105,000	Funds from Centen- nial Gift	McKim, Mead & White, New York	Casper Ranger Construction Co., Holyoke
1857-58	East College	\$15,000	\$5,000 from insur- ance on "Old" North; \$5,000 from new subscriptions; \$5,000 borrowed	Charles E. Parkes, Boston	George P. Shoals, Easthampton
1857-58	Williston Hall	\$16,000	Gift of Samuel Wil- liston	Charles E. Parkes, Boston	George P. Shoals, Easthampton

In 1934-35 the large room on the second floor was remodeled as the Frank L. Babbott Room in memory of Frank L. Babbott, '78. Cost of room and furnishings, \$15,000, borne by the College; dedication May 3, 1935. Architect, James Kellum Smith, '15, of McKim, Mead & White.

William B. Calhoun
Bela B. Edwards
Henry Edwards
Joseph Vaill
Samuel Williston

Dedication, November 22, 1853

President Seelye
Richard H. Mather
A. Lyman Williston
William Austin Dickinson

After the erection of Converse Library in 1916-17, Morgan was occupied at various times by the Superintendent of Buildings and Grounds, the College Physician, the Faculty Club, and by recitation rooms, until taken over by the Department of Fine Arts; it remained the home of Fine Arts until the Mead Art Building was erected in 1948-49.

In 1935 the stack section, then being used for storage, was remodeled: the ground floor as a clubroom for the Lord Jeffery Amherst Club, the second floor as the Edward Hitchcock Memorial Room to house the Memorabilia Collection which had been started by "Old Doc." Cost of the Memorial Room was met largely by the gift of Arthur N. Milliken, '80; a later gift from his nephew, James N. Worcester, '06, in the amount of \$5,000, became endowment. Architect, James Kellum Smith, '15. Contractor, Bathelt Construction Company of Holyoke. Building renamed Morgan Hall.

President Hitchcock
William S. Clark
Samuel Williston

Originally built as a three-story building with a one-story extension to the east. In 1892 the extension was raised to two stories.

Standing Committee
(see Appendix 6)

In 1925 the extension was removed and the main part of the building was remodeled as a three-story building with lecture rooms, classrooms, and offices; heat and ventilation were also installed. Building renamed Appleton Hall.

William S. Clark
Luke Sweetser
Samuel Williston

Dedication, May 19, 1858. The dormitory was razed in 1883.

Samuel Williston

Dedication, May 19, 1858. On its erection, the third floor was occupied by Alumni Hall (also used for examinations), the second floor by libraries of undergraduate societies, and the first floor by the Department of Chemistry. Subsequently, the third floor became a museum for the Mather Art Collection and later a freshman reading room; the two lower floors, after Fayerweather was built, were used as recitation rooms and as headquarters for the Christian Association.

<i>Date</i>	<i>Building</i>	<i>Approx. Cost</i>	<i>Method of Financing</i>	<i>Architect</i>	<i>Contractor</i>
1950-51	<i>Williston Hall Renovation</i>	\$81,000	Cost met in part by grant of \$72,000 previously received from James Foundation of New York, Inc., principal legatee of Arthur Curtiss James, '89	James Kellum Smith, '15, of McKim, Mead & White	Edmund J. Rap- poli Co., Inc., Cambridge
1859-60	<i>Barrett Gymnasium</i>	\$15,000 (equipped)	Subscriptions amounting to \$5,000 secured by Professors William S. Tyler and William S. Clark. Dr. Benjamin Barrett of Northampton made largest gift of \$1,000 and left \$5,000 in his will as endowment; remainder borrowed	Charles E. Parkes, Boston	R. R. Myers, Northampton
1907	<i>Barrett Renovation</i>	\$11,000	Proceeds of sale of Strong property on Lincoln Avenue which had been the gift of Edward A. Strong, '55		Allen Bros., Amherst
1867	<i>College Hall (purchase)</i>	\$12,000 (including repairs)	College funds		
1905	<i>College Hall Remodeling</i>	\$15,000	Gift of Class of '84 of \$10,000	William R. Mead, '67 of McKim, Mead & White	Allen Bros., Amherst
1868-70	<i>Walker Hall</i>	\$125,000 (including land and grading)	Met by gifts of William J. Walker and others (see text) and by Walker legacy Granite, gift of William N. Flynt of Monson	George Hathorne, New York Calvert Vaux (landscape architect)	Richard H. Pon- sonby (masonry) Chauncey W. Lessey, Amherst (carpentry)
1882-83	<i>Walker Hall Rebuilt</i>	\$100,000	Insurance, \$35,000; Henry T. Morgan bequest, \$42,000; sundry gifts; remainder from Walker legacy	Peabody & Stearns, Boston	William N. Flynt & Co., Monson

Building Committee

Remarks

Standing Committee
(see Appendix 6)

Except for changes in the tower, in 1880 and in 1924, the exterior remained as originally built until 1950-51, when the tower was removed and extensive alterations were made in the exterior and interior. The building is now a modern recitation building, with offices, and headquarters for the Christian Association.

President Stearns
William S. Clark
Samuel Williston
Josiah B. Woods

Cornerstone laid October 13, 1859. Material, Pelham gneiss. Galleries installed later by Dr. Barrett at his own expense.

President Harris
Arthur H. Dakin
Arthur Curtiss James
Charles M. Pratt
G. Henry Whitcomb

The 1907 renovation of the interior made the building available for use by the departments of modern languages. Now called Barrett Hall.

(Purchasing) Committee:
President Stearns
Edward B. Gillett
Alpheus Hardy

Built as Meeting House of First Parish in 1828-29 at an approximate cost of \$7,000 raised mostly by sale of pews; college contributed land and \$700.00 in return for right to hold Commencements and other public functions there.

Remodeling included restoring east portico which had been removed by the church in 1861. Dedication, June 15, 1905.

President Stearns
Samuel Bowles
Edward B. Gillett
Alpheus Hardy
Samuel Williston
(Austin Dickinson charged
with general supervision
of contract)

Built to house departments of Mathematics, Astronomy, and Natural Philosophy, it also included a Cabinet of Mineralogy and rooms for president, trustees, and treasurer. Cornerstone laid June 10, 1868. Dedication, October 20, 1870. Gutted by fire March 29, 1882

President Seelye
Richard H. Mather
A. Lyman Williston
(Austin Dickinson charged
with general supervision
of contract)

In 1934 the George D. Olds Memorial Library of Mathematics was added. And in 1950 the building was remodeled to take care of a re-arrangement of offices and classrooms. Work done by Buildings and Grounds staff.

<i>Date</i>	<i>Building</i>	<i>Approx. Cost</i>	<i>Method of Financing</i>	<i>Architect</i>	<i>Contractor</i>
1870-73	Stearns Church	\$70,000	Initiated in 1864 by gift of \$30,000 from William F. Stearns. Remainder of cost met by sundry gifts and by borrowing	William Appleton Potter, New York Vaux and Olmsted (landscape architect)	
1877	Blake Field (no build- ing)	\$20,000	Proposal initiated, gifts secured, and work superintended by Lucien Ira Blake, '77, during his sen- ior year. Largest donor, Charles Pratt		
1883-84	Pratt Gymnasium	\$69,000	Gift of Charles M. Pratt, '79, over \$35,000, and of Frederick Billings, \$10,000; remainder paid from sundry gifts and from Henry T. Morgan and Fay- erweather bequests	E. L. Roberts, New York Frederick Law Olm- sted (landscape ar- chitect)	John Beston, Amherst
1904-05	<i>Pratt Gymna- sium Wing for Swimming Pool and Squash Courts</i>	\$50,000	Swimming pool was gift of Harold I. Pratt, '00; the four squash courts, on the second floor, the gift of Mortimer L. Schiff, '96	Boring & Tilton, New York	Allen Bros., Amherst and Morris Building Co.
1941-50	<i>Pratt Gymnasium Remodeling for Dept. of Geology</i>	\$131,000	College funds	James Kellum Smith, '15, of McKim, Mead & White	Edmund J. Rap- poli Co., Inc., Cambridge
1890-91	Pratt Field and Grand- stand-Field House	\$25,000	Proposal initiated and cost met by gift of Frederic B. Pratt, '87	W. B. Tubby, New York John Y. Culyer, New York (landscape architect)	E. J. Steeves, Amherst E. E. Davis, Northampton (engineer)

*Building Committee**Remarks*

President Stearns
Edward B. Gillett
Alpheus Hardy
Samuel Williston
(Austin Dickinson charged
with general supervision
of contract)

Material, granite from Flynt quarry in Monson. Cornerstone laid September 22, 1870. Dedication, July 1, 1873.

Chimes given by George Howe of Boston, father of Lieut. Sidney Walker Howe, '59, killed at the battle of Williamsburg on May 5, 1862. Gift made in memory of all Amherst men lost in Civil War.

Seating capacity of church increased in 1909 by installation of galleries in the transepts. Contractor, Horton & Hemenway. Organ rebuilt by Austin Organ Co. Cost, \$9,000.

Building, except for steeple containing chimes, razed in 1948.

This land was south of present Pratt Field and its usefulness was destroyed when the railroad tracks were laid through it in 1881. In 1888 the present Blake Field property was bought by the College from Professor E. P. Harris to take its place; this served as the main athletic field of the College until Pratt Field was developed in 1890.

President Seelye
Professor Mather
A. Lyman Williston
Charles M. Pratt
Edward Hitchcock, Jr.
William Austin Dickinson

Gymnastic apparatus planned by Dr. Dudley A. Sargent of Harvard and Dr. Hitchcock.

President Harris
Charles M. Pratt
Walter M. Howland

Standing Committee
(see Appendix 6)

Work of remodeling was interrupted by the war and completed in 1950. Building now called Pratt Museum.

Dedication, May 22, 1891. In 1926 the original fence was replaced by the present iron fence with ornamental gateways and structures for sale of tickets. Cost, \$16,000, met by gifts of \$10,000 from George D. Pratt, '93, and \$5,000 from Herbert L. Pratt, '95. Architect, McKim, Mead & White; contractor, Lowell Whipple Company of Worcester.

On September 30, 1899, the Grandstand-Field House was destroyed by fire and it was rebuilt the following spring in its original form; cost met by insurance and gift of Frederic Pratt. On October 13, 1931, fire destroyed the grandstand which topped the field house and it was not replaced; the field house, on being remodeled, was moved to its present location.

<i>Date</i>	<i>Building</i>	<i>Approx. Cost</i>	<i>Method of Financing</i>	<i>Architect</i>	<i>Contractor</i>
1892	Boltwood House (purchase) (re-named Hitchcock Hall)	\$22,000	Gift of D. Willis James		
1892-94	Fayer-weather Laboratory	\$100,000	\$20,000 Fund raised by President Seelye and given by D. Willis James, Henry D. Hyde, '61, and G. Henry Whitcomb, '64; remainder taken from unrestricted Fayer-weather bequest	McKim, Mead & White Frederick Law Olmsted (landscape architect)	Norcross Bros., Worcester
1897	Pratt Health Cottage	\$25,000	Given jointly by George D. Pratt, '93, Herbert L. Pratt, '95, and John T. Pratt, '96, who also added \$20,000 as endowment	W. B. Tubby, New York	Allen Bros., Amherst
1903-05	Observatory and Observatory House	\$53,000	Program promoted by Professor David Todd, '75, through whose efforts Charles T. Wilder of Wellesley bequeathed \$15,000, and a long list of others made donations, led by Mrs. Arthur Curtiss James for \$25,000	McKim, Mead & White, New York	Albion B. Allen, Amherst
1907	Outdoor Skating Rink and Rink House		Gift of Charles M. Pratt, '79		Allen Bros., Amherst, Mass.
1908-09	Biology-Geology Building	\$114,000	Gifts totaled \$150,000, of which \$50,000 was used as endowment. The long list of donors was headed by Andrew Carnegie, \$75,000; D. Willis James, \$20,000; Charles M. Pratt, '79, \$15,000; Mortimer L. Schiff, '96, and John W. Simpson, '71, \$10,000 each	McKim, Mead & White, New York	Horton & Hemenway, Boston

Built by Lucius Boltwood as his residence in 1835. When acquired by the College, D. Willis James also provided funds for its remodeling as a student dining hall. Razed in 1916 to make way for Converse Memorial Library.

President Gates
G. Henry Whitcomb
Herbert B. Adams
Henry D. Hyde
William Austin Dickinson

Until the Laboratory of Chemistry was built in 1928, Fayerweather housed the Department of Chemistry in the northern half, and Physics in the southern half of the building. General repairs, costing \$31,000, were made in the early 1920's and charged to the Centennial Fund.

About 1899 the donors added a Nurses' Home. The property was sold in 1938 when the new Infirmary was erected on the campus.

Arthur Curtiss James
George A. Plimpton
G. Henry Whitcomb

Ground broken May 2, 1903. Cornerstone laid June 23, 1903.

This was located just east of the main gate to Pratt Field. The rink was discontinued when Hitchcock Road was put through from the Cage to Pratt Field, and the rink house was moved to the north side of the field to serve as a field house for visiting teams.

President Harris
Arthur H. Dakin
George A. Plimpton
Charles M. Pratt,
G. Henry Whitcomb
(Treasurer Kidder charged
with general supervision
of contract)

In 1912 porticoes were erected over the two entrances from plans of McKim, Mead & White.

As the Department of Geology began moving to Pratt Museum, the building was remodeled for the work of Biology alone. Completed in 1951, the expense, \$65,000, was borne by the College. Contractor, Edmund J. Rappoli Co., Inc., Cambridge.

<i>Date</i>	<i>Building</i>	<i>Approx. Cost</i>	<i>Method of Financing</i>	<i>Architect</i>	<i>Contractor</i>
1911-12	Morris Pratt Memorial Dormitory		Gift of Charles M. Pratt, '79, and Mrs. Pratt in memory of their son, Morris Pratt, ex '11, who died as an undergraduate	Charles A. Rich, New York	H. L. Hemenway, Providence
1912-13	Hitchcock Field (no building)	\$23,000	Gifts in memory of "Old Doc," \$18,000; remainder from college funds	Herbert J. Kellaway, Boston (landscape architect)	James Gray Co., Cambridge
1923	<i>Hitchcock Field Enlargement</i>	\$85,000	Centennial Fund	Herbert J. Kellaway, Boston (landscape architect)	James E. Gray Co., Cambridge
1916-17	Converse Memorial Library	\$250,000	Gift of Edmund C. Converse in memory of his brother, James Blanchard Converse, '67; also bequest of \$200,000 as endowment	McKim, Mead & White	Whitney Com- pany, New York
1937-38	<i>Converse Memorial Library Extension</i>	\$172,000		James Kellum Smith, '15, of McKim, Mead & White	Charles T. Wills, Inc., New York
1924-25	Cage	\$178,000	Centennial Gift	McKim, Mead & White	Casper Ranger Construction Co., Holyoke
1925	Central Heating Plant (<i>first unit</i>)	\$150,000	Gift of George D. Pratt, '93, \$75,000, and Mortimer L. Schiff, '96, \$5,000; remainder charged to Centennial Gift	McKim, Mead & White	Lowell Whipple Co., Worcester Tenny & Ohmes, New York (Engineers) Holyoke Valve & Hydrant Co., Holyoke (Heat- ing Installation)
1926	(<i>second unit</i>)	\$110,000	Centennial Gift	ditto	ditto
1937	<i>Change from conduit to tun- nel system. (first unit)</i>	\$59,000	College funds	ditto	Bathelt Construc- tion Co., Holyoke Lockwood, Greene & Co., Engineers
1946-47	(<i>second unit</i>)	\$82,000	College funds	ditto	Edmund J. Rap- poli Co., Inc., Cambridge

<i>Building Committee</i>	<i>Remarks</i>
Standing Committee (see Appendix 6)	House library, designed by James Kellum Smith, '15, added by Mrs. Pratt in 1935.

Standing Committee (see Appendix 6)	The first section of the field consisted of a baseball diamond (also used as two soccer fields), six tennis courts, and three terraces for outdoor basketball and athletics. In 1923 eighteen tennis courts were added and two new ball fields. The field now has twenty-five tennis courts, freshman football and soccer fields, and varsity practice football and soccer fields.
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President Meiklejohn Charles H. Allen Arthur L. Gillett Arthur Curtiss James George A. Plimpton (Treasurer Kidder charged with general supervision of contract)	For memorial and seminar rooms, see text.
Standing Committee (see Appendix 6)	

Standing Committee (see Appendix 6)
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Standing Committee (see Appendix 6)
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ditto

ditto

ditto

<i>Date</i>	<i>Building</i>	<i>Approx. Cost</i>	<i>Method of Financing</i>	<i>Architect</i>	<i>Contractor</i>
1926	Wild Life Sanctuary (no buildings)				
1925-26	Morrow Dormitory	\$253,000 (furnished)	Gift of Dwight W. Morrow, '95, and Mrs. Morrow	McKim, Mead & White	Casper Ranger Construction Co., Holyoke
1925-26	Lord Jeffery Inn	\$378,790 (including land and furnishings)	Amherst Inn Co., a Massachusetts corporation, organized by Ernest M. Whitcomb, '04. Capitalized through alumni and townspeople at \$285,000; loan of College, \$100,000.	Allen Cox of Putnam and Cox, Boston	Casper Ranger Construction Co., Holyoke
1928-29	Moore Laboratory of Chemistry	\$480,000 (equipped)	Gift in memory of William H. Moore, '71, by Mrs. Moore and their two sons, Edward and Paul, who also established an endowment fund of \$250,000	James Kellum Smith, '15, of McKim, Mead & White Herbert J. Kellaway, Boston (landscape architect)	Casper Ranger Construction Co., Holyoke Tenney & Ohmes (Engineers)
1929	College Garage	\$11,400	Gift of George D. Pratt, '93	James Kellum Smith, '15, of McKim, Mead & White	Casper Ranger Construction Co., Holyoke
1932	Service Building	\$30,824	College funds	Design by Henry B. Thacher, approved by McKim, Mead & White	Fred T. Ley & Co., Springfield
1931-32	Amherst House at Doshisha University, Kyoto, Japan		Cost of building and endowment met by gift of \$25,000 from Mr. and Mrs. Burton Nichols, parents of Stewart B. Nichols, '22, first Amherst representative at Doshisha; gift of \$25,000 from Arthur Curtiss James, '89; and gifts from a large number of alumni	Sketch plans prepared by Allen Cox of Putnam and Cox, Boston, elaborated by a Japanese architect	

Standing Committee (see Appendix 6)	This was part of the land acquired from Sidney White. The portion east of the Central Vermont Railroad and extending to East Street was developed in the 1930's as a Wild Life Sanctuary under the direction of Professor A. S. Goodale.
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Standing Committee (see Appendix 6)	<p>Kitchen equipment for the cafeteria was the gift of Edward Bramhall Brooks, '93, president of Bramhall, Deane Company of New York. Cafeteria removed in 1940 when Valentine was built.</p> <p>In 1934 Mrs. Morrow added a house library, in memory of her husband, designed by Frederick J. Woodbridge, '21; dedication, October 28, 1934.</p>
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Ernest M. Whitcomb, '04, chairman Frederick S. Allis, '93 Harry A. Cushing, '91 Edward S. Whitney, '90 Cady R. Elder Stanley King for trustees	For account of furnishing, see text. The College has from time to time received gifts and bequests of stock in the Inn Company, the largest being the gift of the Pratt brothers, \$25,000 par. First mortgage held by the College.
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Standing Committee (see Appendix 6)	Dedication, October 25, 1929
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ditto

ditto

ditto	Dedication, October 29, 1935, on the occasion of the 60th anniversary celebration of Doshisha. George A. Plimpton, chairman of the Amherst Board, delivered the presentation address.
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<i>Date</i>	<i>Building</i>	<i>Approx. Cost</i>	<i>Method of Financing</i>	<i>Architect</i>	<i>Contractor</i>
1933-34	Davenport Squash Courts	\$98,000	\$50,000 from John Davenport bequest; remainder from col- lege funds	James Kellum Smith '15, of McKim, Mead & White	Bathelt Construc- tion Co., Holyoke
1936	Hills Storehouse (purchase)	\$1,800 (including repairs)	College funds		
1935-36	Alumni Gymnasium	\$290,000	Gifts from under- graduates and 1300 alumni	ditto	Charles T. Wills, Inc., New York
1936-37	Harold I. Pratt Pool	\$161,000	Gifts from Harold I. Pratt, '00, and Her- bert L. Pratt, '95, of \$50,000 each; be- quest of Charles M. Pratt, '79; and gifts from Mrs. Charles M. Pratt, Frederic B. Pratt, '87, and Rich- ardson Pratt, '15	ditto	ditto
1937-38	College Infirmary	\$179,000	Bequest of Arthur N. Milliken, '80	ditto	ditto
1937-38	Kirby Memorial Theater	\$253,000 (equipped)	\$88,700 from execu- tors of estate of Ell- wood R. Kirby of Philadelphia; addi- tional amounts, sub- ject to annuities, still to come; remainder of cost charged to college funds	ditto	ditto
1937-38	Little Red Schoolhouse	\$36,000	Gift of James Tur- ner, '80, whose brother and sister on his death gave a \$20,000 fund for en- dowment, to which Gertrude King added \$3,000.	ditto	Bathelt Construc- tion Co., Holyoke
1937	Grosvenor House (purchase)	\$25,000 (including remodel- ing)	College funds; gift of Gilbert H. Gros- venor, '97, of \$5,000 toward remodeling	ditto	Buildings and Grounds Dept.
1940-41	Valentine Hall	\$292,000 (including equipment)	Bequest of Samuel H. Valentine, '66, and Mrs. Valentine	ditto	E. J. Pinney Co., Springfield

*Building Committee**Remarks*

Standing Committee Dedication, October 26, 1934

(see Appendix 6) and
Special Committee of
Robert W. Maynard,
Lucius R. Eastman, and
George D. Pratt

Standing Committee
(see Appendix 6)

Standing Committee
(see Appendix 6) and
Special Committee of
Robert W. Maynard,
Lucius R. Eastman, and
George D. Pratt

Standing Committee Dedication, November 5, 1937
(see Appendix 6)

ditto Gift of Frederick T. Bedford, '99, in the amount of \$5,000 furnished the
living room and established a library fund in memory of the Class of
1899. Open House, February 24, 1938

ditto Dedication, March 17, 1939

ditto Open House, September 19-23, 1938

ditto This was the home of Edwin A. Grosvenor, '67, which was bought and
remodeled as faculty offices

ditto Built primarily as a dining hall, it also has fifty-five rooms for student
occupancy. Open House, October 29, 1941.

<i>Date</i>	<i>Building</i>	<i>Approx. Cost</i>	<i>Method of Financing</i>	<i>Architect</i>	<i>Contractor</i>
1941-42	Faculty Club (purchase)	\$19,700 (for re-modeling)	College funds	James Kellum Smith, '15, of McKim, Mead & White	Buildings and Grounds Dept.
1945-46	Memorial Field and War Memorial	\$120,000	On vote of Alumni Fund Committee, the Fund for one year was used; contributions from 3400 alumni totaled over \$100,000	ditto Arthur A. Shurcliff of Boston (landscape architect)	Bathelt Construction Co., Holyoke Osborn-Barnes Co. of Danbury (grading)
1946	James Hall and Stearns Hall (dormitories)	\$497,000	College funds	James Kellum Smith, '15, of McKim, Mead & White	Edmund J. Rap- poli Co., Inc., Cambridge
1946	G. I. Village	\$9,400	College funds		
1945-46	Lord Jeffery Amherst Clubhouse (purchase)	\$90,000 (including remodeling)	College funds	ditto	Casper Ranger Construction Co., Holyoke
1948-49	Mead Art Building	\$560,000	Bequest of William R. Mead, '67, and Mrs. Mead	ditto	Edmund J. Rap- poli Co., Inc., Cambridge

*Building Committee**Remarks*

Standing Committee
(see Appendix 6)

Bought from Sidney White in 1924, subject to a life estate, and remodeled as faculty clubhouse. In 1947 Frank G. Nelson, '73, bequeathed a fund for maintenance. The former headquarters of the Club, the Lentell house, became a student rooming house, and was later remodeled as faculty apartments.

ditto

The granite circle came from the Chelmsford quarries, the granite posts and seats from the quarries at Deer Island, Maine. Dedication, June 16, 1946.

Field contains baseball diamond and fields for football and soccer practice, in winter a skiing slope. Varsity baseball games were transferred from Pratt Field to Memorial Field in the spring of 1949.

ditto

ditto

The G. I. Village consisted of ten temporary apartment buildings containing sixty-one housekeeping apartments. Erected by the government as emergency housing for married veterans.

ditto

Property at 50 Lincoln Avenue bought by College for \$12,500 and remodeled at a cost of \$77,000 as a clubhouse for the Lord Jeff Club. A fire, on October 15, 1947, destroyed the third floor and in repairing, it was remodeled as a two-story building.

ditto

Rotherwas Room was the bequest of Herbert L. Pratt, '95. Dedication, May 20, 1950.

COLLEGE RESIDENCES

by Streets

<i>Name of House</i>	<i>Address</i>
Smith	31 College Street
Cooper	86 College Street
Field	95 College Street
Beebe	67 Dana Street
Bain	77 Dana Street
Plough	85 Dana Street
Babbott	22 Hitchcock Road
Hoag	29 Hitchcock Road
Fuller	32 Hitchcock Road
Porter	42 Hitchcock Road
Olds	43 Hitchcock Road
Kings	41 Lincoln Avenue
Allis	61 Lincoln Avenue
Phillips	97 Lincoln Avenue
Bangs	155 Lincoln Avenue
Bangs	157 Lincoln Avenue
Hunt	99 Northampton Road
Bigelow	14 Orchard Street
Humphrey	22 Orchard Street
Elliott	23 Orchard Street
Loomis	40 Orchard Street
Kidder	46 Orchard Street
Bennett	36 Snell Street
Hallock	46 Snell Street
Observatory House	76 Snell Street
President's	175 South Pleasant Street
Morse	197 South Pleasant Street
Hamlin	205 South Pleasant Street
Bartlett	211 South Pleasant Street
Webster	217 South Pleasant Street
Fisher	227 South Pleasant Street
Chapman	233 South Pleasant Street
Jackson	249 South Pleasant Street
Rideout	263 South Pleasant Street
Hitchcock	271 South Pleasant Street
Scott	297 South Pleasant Street
Snell	317 South Pleasant Street

*Name of House**Address*

Allen	395 South Pleasant Street
Lincoln	405 South Pleasant Street
Frost	43 Sunset Avenue
Williams	12 Walnut Street
Burnett	17 Walnut Street
Collins	21 Woodside Avenue
Watts	33 Woodside Avenue
Boyden	58 Woodside Avenue
Harris	72 Woodside Avenue
Montgomery	75 Woodside Avenue
Groff	81-83 Woodside Avenue
Brown	87 Woodside Avenue
Wakefield	88 Woodside Avenue
Crowley	100 Woodside Avenue
Rice	147 Woodside Avenue
Kimball	155 Woodside Avenue

COLLEGE RESIDENCES

Chronological Order

<i>Date Acquired</i>	<i>Name of House</i>	<i>Address</i>
1835	President's	175 South Pleasant Street
1873	Boyden	58 Woodside Avenue (moved from site of Kirby Theater)
1892	Smith	31 College Street
1898	Observatory House	76 Snell Street
1902	Morse	197 South Pleasant Street
1911	Field	95 College Street
1914	Hamlin	205 South Pleasant Street
1916	Burnett	17 Walnut Street
1916	Bartlett	211 South Pleasant Street
1917	Bain	77 Dana Street
1917	Plough	85 Dana Street
1917	Beebe	67 Dana Street
1917	Fisher	227 South Pleasant Street
1918	Babbott	22 Hitchcock Road
1920	Webster	217 South Pleasant Street
1920	Williams	12 Walnut Street
1921	Jackson	249 South Pleasant Street
1922	Elliott	23 Orchard Street
1924	Scott	297 South Pleasant Street
1925	Wakefield	88 Woodside Avenue
1925	Rideout	263 South Pleasant Street
1925	Crowley	100 Woodside Avenue
1925	Hallock	46 Snell Street
1925	Chapman	233 South Pleasant Street
1925	Hitchcock	271 South Pleasant Street
1927	Olds	43 Hitchcock Road
1928	Lincoln	405 South Pleasant Street
1928	Allen	395 South Pleasant Street
1929	Kimball	155 Woodside Avenue
1930	Cooper	86 College Street
1932	Snell	317 South Pleasant Street
1932	Watts	33 Woodside Avenue
1934	Brown	87 Woodside Avenue
1935	Fuller	32 Hitchcock Road

<i>Date Acquired</i>	<i>Name of House</i>	<i>Address</i>
1935	Porter	42 Hitchcock Road
1936	Collins	21 Woodside Avenue
1936	Hoag	29 Hitchcock Road
1936	Humphrey	22 Orchard Street
1937	Phillips	97 Lincoln Avenue
1937	Bigelow	14 Orchard Street
1937	Rice	147 Woodside Avenue
1938	Loomis	40 Orchard Street
1938	Harris	72 Woodside Avenue
1938	Frost	43 Sunset Avenue
1938	Groff	81-83 Woodside Avenue
1939	Kidder	46 Orchard Street
1939	Kings	41 Lincoln Avenue
1943	Montgomery	75 Woodside Avenue
1945	Bennett	36 Snell Street
1946	Hunt	99 Northampton Road
1947	Allis	61 Lincoln Avenue
1947	Bangs	155 Lincoln Avenue
1947	Bangs	157 Lincoln Avenue

ACQUISITION OF PROPERTY

Chronological Order

(Numbers refer to Map of Land Acquisitions in Appendix 8)

1. 1820 Acquired from Moses and Jerusha Dickinson
3. } 1827 Acquired from Moses, Jonathan, and Jerusha Dickinson
5. }
55. 1828 From John and Lydia Leland there was acquired a plot including the present location of Morgan Hall and the President's house, and extending along the dotted lines to a point near the corner of Pratt Field and across Northampton Road. The portion shown in dotted lines was later disposed of.
57. 1833 Acquired from W. F. Sellen
7. 1840 "Portion of common in front of college grounds" deeded by the Town of Amherst for college use. Boundaries indefinite.
59. 1854 A triangular plot back of College Hall acquired from Enoch and Hannah Kingsbury. This originally extended to a point on Northampton Road below Woodside Avenue, the lower portion of which has since been disposed of.
9. 1861 Acquired from John Dickinson
11. 1866 Purchased from Lucius Boltwood
61. 1867 The College Hall lot known as the "Old Meeting House Property." This was deeded to the College by the inhabitants of the First Parish of Amherst.
95. 1868 Hallock Grove, acquired from Edward Hitchcock, Leavitt and Elizabeth P. Hallock, to be maintained as a public park
13. 1873 The Boyden property, acquired from John D. Boyden
102. 1881 Blake Field, containing about four acres, acquired from E. P. Harris, subdivided in 1938 into four lots, two of which have been sold.
15. 1886 Acquired from William Austin Dickinson
111. 1890 Pratt Field, acquired from a number of individual property owners through Frederic B. Pratt
17. 1891 Lucius Boltwood homestead, including item No. 65 of East Campus and the intervening section which was later disposed of, but excluding dotted section reserved for Dickinson Street; acquired from estate of Lucius Boltwood
65. 1891 This lot originally included the portion between it and the C. V. tracks and was acquired from the heirs of the estate of Lucius Boltwood with plot No. 17
19. 1892 H. deF. Smith House, 31 College Street, acquired from Hetty S. B. Smith
93. 1894 A strip suitable for a roadway from Churchill Street, extension to College Street, which has not been opened as a public road

21. 1897 A strip of land from what is now known as the Grosvenor Place, acquired from W. C. Esty
99. 1897 Part of Observatory lot, acquired from Fanny Stearns Davis
2. 1898 Observatory House lot, acquired from Mary Stearns
76. 1902 Morse House, 197 South Pleasant Street, bought from Samuel Morse
23. 1904 Bought from Sidney D. White
103. 1907 Snell Street Park, acquired from Arthur F. Stearns; restricted to park purposes
46. 1907 President Olds House, 43 Hitchcock Road. In 1927, from a fund raised by alumni, the house was built and presented to the College for the life use of President and Mrs. Olds. The land was originally acquired in 1907 from Catherine P. Kingman, extending to the railroad tracks as indicated by dotted lines, and was the site of Pratt skating rink. Part of the land has been used for Hitchcock Road and parts sold to W. J. Newlin and C. S. Porter for residential purposes.
105. 1908 Addition to Observatory lot, acquired from Helen T. Magill
27. 1909 The Richardson property, purchased from the widow of Professor Richardson. The house was demolished about 1910.
29. 1911 Acquired from Ellen C. Field
31. 1911 Hitchcock Field, purchased from Sidney D. White
33. 1912 The Houghton property, acquired from the Phi Delta Theta Fraternity in exchange for a lot on the corner of Woodside Avenue and Northampton Road. The house was demolished in 1913.
107. 1914 Mt. Doma Golf Course property, acquired from George A. Plimpton
109. 1914 Addition to Mt. Doma Golf Course, acquired from George A. Plimpton
74. 1914 Hamlin House, 205 South Pleasant Street, bought from estate of Wolcott Hamlin through H. W. Kidder
92. 1916 Lot at 67 Dana Street, bought from Ellis H. Rogers, on which a house was built for a faculty residence
90. 1916 Lot at 77 Dana Street, bought from H. F. Hamilton, on which a house was built for a faculty residence
88. 1916 Lot at 85 Dana Street, bought from S. L. Galpin, on which a house was built for a faculty residence
72. 1916 Bartlett House, 211 South Pleasant Street, bought from Daniel H. Bartlett
64. 1916 Burnett House, 17 Walnut Street, bought through John W. Harlow
20. 1917 Bought from Delta Upsilon Fraternity. The house was removed and Hitchcock Road runs through the middle of this plot.
8. 1917 Fisher House, 227 South Pleasant Street, bought from Anna A. Fisher, wife of G. Edward Fisher
35. 1918 Adjacent to Hitchcock Field, acquired from Philip Spaulding through George A. Hauser, Jr.
37. 1919 The Tuckerman homestead, acquired from the Amherst Savings Bank
62. 1919 Britt property, corner of Woodside Avenue and Walnut Street, bought from the Britt family through John W. Harlow. House torn down in 1933

112. 1920 Lentell House, 217 South Pleasant Street, bought from Ada and Jessie Lentell. Renamed Webster House in 1939
6. 1920 Williams House, 12 Walnut Street, bought from Ada and Jessie Lentell
12. } 1921 Helen Hunt Jackson House, 249 South Pleasant Street, and adjoining lot, bought from Robert P. Utter
14. }
86. 1922 Olds House, 23 Orchard Street, bought from George D. Olds
22. 1924 Scott property, 297 South Pleasant Street. Extent of original plot indicated by dotted lines, part of which was sold to C. S. Porter and J. B. Fuller for residential purposes and later repurchased.
39. 1924 The White homestead, acquired from Sidney D. White
50. 1925 Wakefield House, 88 Woodside Avenue, bought from Charles E. Wakefield
48. 1925 Crowley House, 100 Woodside Avenue, bought from Jeremiah D. Crowley
16. 1925 Rideout House, 263 South Pleasant Street, bought from Eliza C. Rideout
18. 1925 Edward Hitchcock House, 271 South Pleasant Street, bought from M. B. Kingman, including land extending diagonally across Hitchcock Road as indicated by dotted lines. Part of this land was used for Hitchcock Road and part sold to Gilbert Hoag and Bailey Brown for residential use. Mrs. Kingman retains life use of the house.
10. 1925 Chapman House, 233 South Pleasant Street, bought from Chapman family through A. H. Dakin
30. 1925 Hallock House, 46 Snell Street, bought from George S. Allen
67. 1926 Acquired from Sidney D. White, through Herbert J. Kellaway
41. 1927 Acquired from Fred C. Montague. House demolished in 1940
43. 1927 Acquired from George B. Burnett et al, with the exception of a right of way for Dickinson Street indicated by dotted lines
45. 1927 Deeded to the Town of Amherst for an extension of Dickinson Street by the former owners. In March 1927 the Town voted to discontinue this portion of the street.
69. 1927 Formerly known as the Owen lot. This was acquired from Walter D. Cowls with lots No. 71, 75, and 77.
71. 1927 This is the lower end of the Tuckerman pasture, acquired from Walter D. Cowls with lots No. 69, 75, and 77.
75. 1927 That portion of the Tuckerman pasture which lies southwest of the B & M tracks, acquired from Walter D. Cowls with No. 69, 71, and 77.
77. 1927 The Cook pasture, acquired from Walter D. Cowls along with No. 69, 71, and 75
73. 1928 Acquired from Cady R. Elder in exchange for plot A lying between No. 65 and C. V. tracks
28. 1928 Lincoln House, 405 South Pleasant Street, bought from Horatio Smith
26. 1928 A. B. Allen House, 395 South Pleasant Street, bought from A. B. Allen
32. 1929 Kimball House, 155 Woodside Avenue, bought from Julia S. Kimball

4. 1930 Cooper Homestead, 86 College Street, bought from Alice Cooper Tuckerman
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119. 1938 Foote land, bought from Arnold C. Foote to provide a source of loam
52. 1938 Harris House, 72 Woodside Avenue, bought from E. P. Harris
100. 1938 Frost House, 43 Sunset Avenue, bought from Robert Frost (about 200 yds. north of the border of the map)
80. 1938 Loomis House, 40 Orchard Street, bought from Mabel Loomis
56. 1938 Groff House, 81 Woodside Avenue, bought from U. G. Groff
96. 1939 Kings House, 41 Lincoln Avenue, given by Stanley and Margaret P. King
78. 1939 Kidder House, 46 Orchard Street, bought from Mary B. Kidder
121. 1940 Burnett land, bought from George B. Burnett
81. 1941 Acquired from the estate of Sidney D. White

104. 1943 Montgomery House, 75 Woodside Avenue, bought from W. E. Montgomery
106. 1945 Bennett House, 36 Snell Street, bought from Mabel M. Bennett
123. 1945 Theta Delta Chi property acquired by gift of the fraternity and its alumni
125. 1945 Purchased from Cora F. DeRose, and converted for use by the Lord Jeffery Amherst Club
127. 1946 Purchased from J. S. Pendleton. A portion was sold to the town in 1947, leaving about eight acres of undeveloped land useful principally as a source of loam.
108. 1946 Hunt House, 99 Northampton Road, bought from E. V. Macfarlane
114. 1947 Allis House, 61 Lincoln Avenue, bought from Peter Odegard
110. 1947 Bangs property, a lot with two houses, 155 and 157 Lincoln Avenue, bought from H. D. and R. C. Bangs, about 140 yds. north of Amity Street.

SUMMARY OF FRATERNITY HOUSES

Alpha Delta Phi. Founded at Hamilton College 1832. Amherst Chapter, 1837. First house purchased 1874. New house built 1890. Present house built 1927. Cost \$144,000. Architect, Maurice B. Biscoe of Andrews, Jones, Biscoe & Whitmore. Building Committee: George D. Pratt, '93, chairman, and twenty-seven others. Contractor, H. Wales Lines Co., Meriden, Conn. Assessed value of property in 1950, \$85,700. No mortgage. Appraised value of house in 1951, \$248,000.

Psi Upsilon. Founded at Union College 1833. Amherst Chapter, 1841. First house purchased 1879. Present house built 1913. Cost, \$74,000. Architect, Allen Cox, Boston. Building Committee: William S. Tyler, '95, and six others. Contractor, Casper Ranger Construction Company, Holyoke. Assessed value of property in 1950, \$65,900. No mortgage. Appraised value of house in 1951, \$194,200.

Delta Kappa Epsilon. Founded at Yale College 1844. Amherst Chapter, 1846. First house purchased 1881. Present house built 1914. Cost, \$54,621. Architect, Lionell Moses, II, of New York. Building Committee: Henry P. Kendall, '99, and Stanley King, '03. Contractor, H. Wales Lines Co., Meriden, Conn. Assessed value of property in 1950, \$42,500. No mortgage. Appraised value of house in 1951, \$156,300. Addition built in 1948; cost, \$15,000.

Delta Upsilon. Founded at Williams College 1834. Amherst Chapter, 1847. First house bought 1882. Present house built 1916. Cost, \$42,276. Architect, Putnam & Cox, Boston. Building Committee: Fred M. Smith, '84, chairman, and ten others. Contractor, Allen Bros., Amherst. Assessed value of property in 1950, \$47,000. No mortgage. Appraised value in 1951, \$128,000.

Chi Psi. Founded at Union College 1841. Amherst Chapter, 1864. First house built 1885. Present house built 1923. Original cost, \$83,770. Architect, Stephenson & Wheeler (Robert S. Stephenson, '80). Building Committee: Arthur C. Rounds, '87, chairman, and others. Contractor, Albion B. Allen, Amherst. Assessed value of property in 1950, \$66,500. No mortgage. Appraised value of house in 1951, \$163,800.

Chi Phi. Fraternity is the outgrowth of three organizations, founded in 1824, 1858, and 1860. Amherst Chapter founded 1873. First house built 1885. Present house built 1918. Cost, \$50,000. Architect, Putnam & Cox, Boston. Building Committee: Eldon Keith, '02, chairman, and eight others. Contractor, Albion B. Allen, Amherst. Assessed value of property in 1950, \$53,150. No mortgage. Appraised value of house in 1951, \$161,000.

Beta Theta Pi. Founded at Miami University 1839. Amherst Chapter, 1883. First house purchased 1886. Present house built 1916. Cost, \$45,000. Architect, Putnam & Cox, Boston. Building Committee: George P. Steele, '88, chairman, and five others. Contractor, Casper Ranger Construction Co., Holyoke. Assessed value of property in 1950, \$45,500. No mortgage. Appraised value of house in 1951, \$147,900.

Theta Delta Chi. Founded at Union College 1847. Amherst Chapter, 1885. First house purchased 1889. Present house built 1921. Cost, \$106,000. Architect, Putnam & Cox, Boston. Building Committee: Clinton W. Tylee, '09, and seven others. Contractor, Casper Ranger Construction Co., Holyoke. Assessed value of property in 1950, \$46,900. No mortgage. Appraised value of house in 1951, \$115,850. Title held by Amherst College; house leased to Chapter.

Phi Delta Theta. Founded at Miami University 1848. Amherst Chapter, 1888. First house purchased 1894. Present house built 1913. First house sold to College in 1912 for \$22,500 plus site of present house. Cost, \$40,000. Architect, Putnam & Cox, Boston. Contractor, Holt & Fairchild. Assessed value of property in 1950, \$33,000. Appraised value of house in 1951, \$84,300. Mortgage held by College \$3,671.

Phi Gamma Delta. Founded at Jefferson College 1848. Amherst Chapter, 1893. First house (the Luke Sweetser house) purchased 1903. Remodeled 1929. Cost, \$42,000. Architect, Karl S. Putnam, Northampton. Building Committee G. Brinton Burnett, '10, chairman, and five others. Contractor, E. D. Bosworth, Amherst. Assessed value of property in 1950, \$35,000. Appraised value of house in 1951, \$109,375. Mortgage held outside, \$28,200.

Phi Kappa Psi (now Phi Alpha Psi). Founded at Jefferson College 1852. Amherst Chapter, 1895. Became a local in 1947. First house purchased 1902. Present house (former Seelye house) remodeled 1922. Cost, \$86,000. Architect, Allen Cox, Boston. Building Committee: Dean Blanchard, '16, chairman, and others. Contractor, Albion Allen, Amherst. Committee on furnishings: Ralph W. Wheeler, '06, chairman. Assessed value of property in 1950, \$46,000. Appraised value of house in 1951, \$104,100. Mortgage held by College, \$16,880.

Delta Tau Delta (now Kappa Theta). Founded at Bethany College 1858. Amherst Chapter, 1918, from local Kappa Theta. Became local again in 1946. First house purchased 1909. Present house built 1932 (on property formerly the home of Professor Wm. S. Tyler, '30). Cost, \$61,730. Architect, J. D. Leland, Boston. Building Committee: John C. Wight, '10, and two others. Contractor, Eastern States Construction Co. Assessed value of property in 1950, \$42,200. Appraised value of house in 1951, \$126,500. Mortgage held by College, \$4,540.94; held outside, \$24,300.

Theta Xi. Founded at Rensselaer Polytechnic Institute 1864. Amherst Chapter, 1932, from local Sigma Delta Rho (founded 1909). House (formerly, 1891-1900, Mrs. Stearns' School for Girls) purchased 1924. Remodeled 1940. Cost [338]

(including cost of alterations), \$40,000. Architect, C. H. Sherwood, New York. Decorators, Jones, McDuffee & Stratton, Boston. Building Committee: Lowell Shumway, '14, chairman, and three others. Contractor, Casper Ranger Construction Co., Holyoke. Assessed value of property in 1950, \$24,000. Appraised value of house in 1951, \$74,850. Mortgage held by College, \$9,192.

MEMBERS OF BUILDINGS AND GROUNDS COMMITTEE

The Committee on Buildings and Grounds was established as a standing committee of the Board of Trustees at the meeting of the Board held on November 19, 1903. The amendment covering its establishment reads as follows: "The Committee on Buildings and Grounds shall consist of three members of this Board, of whom the President of the College shall be *ex-officio* one. The members of this Committee, other than the President of the College, shall, after their first election, be elected annually at the spring meeting on nomination by the Board itself. Their term of office shall begin at the adjournment of the spring meeting."

A list of elections follows:

November 19, 1903	L. Mason Clarke E. Winchester Donald
May 26, 1904	same
November 17, 1904	Arthur Curtiss James elected to succeed E. Winchester Donald, deceased
May 23, 1905	L. Mason Clarke Arthur Curtiss James
May 24, 1906	same
May 23, 1907	same

At the meeting of the Board held on November 14, 1907, the Committee on Buildings and Grounds was reorganized, as follows: "The Committee on Buildings and Grounds shall consist of four members of this Board besides the President of the College, who shall be *ex-officio* a member. The members of this Committee other than the President of the College shall be elected annually at the autumn meeting of the Trustees. Their term of office shall begin at the adjournment of the autumn meeting."

The list of elections continues:

November 14, 1907	Charles H. Allen L. Mason Clarke Arthur H. Dakin
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(Note: "A vacancy is left in the Committee in view of the vacancy existing at present in the Board of Trustees.")

December 10, 1908	Charles H. Allen Arthur C. Rounds Frank W. Stearns
-------------------	--

November 18, 1909	Arthur L. Gillett Cornelius H. Patton Arthur C. Rounds Frank W. Stearns
November 10, 1910	same
November 16, 1911	Arthur L. Gillett Cornelius H. Patton Frank W. Stearns Robert A. Woods
November 14, 1912	same
November 20, 1913	Arthur L. Gillett George A. Hall Cornelius H. Patton Robert A. Woods
November 12, 1914	same
November 11, 1915	same
June 20, 1916	Frank W. Stearns added to Committee
November 9, 1916	Charles H. Allen George A. Hall Cornelius H. Patton Frank W. Stearns Robert A. Woods
November 8, 1917	same
November 7, 1918	Charles H. Allen William C. Breed Cornelius H. Patton Frank W. Stearns Robert A. Woods
November 6, 1919	same

At the meeting of the Board held on November 4, 1920, Mr. Rugg, for the Committee on Nominations, called attention to the fact that the Board had in recent years been appointing more than four members, though the Rules of the Board specified that four, with the President, *ex-officio*, should constitute the Committee on Buildings and Grounds. Mr. Rugg further suggested an amendment to the Rules by which the Committee would consist of "not less than four nor more than six members of the Board" besides the President of the College, *ex-officio*. (Adopted May 13, 1922)

November 4, 1920	Charles H. Allen Edward T. Esty Cornelius H. Patton Frank W. Stearns, chairman
November 12, 1921	Edward T. Esty Stanley King

	Cornelius H. Patton
	Frank W. Stearns, chairman
October 21, 1922	Stanley King
	Cornelius H. Patton
	Jason N. Pierce
	George D. Pratt, chairman
	Frank W. Stearns
October 20, 1923	William C. Breed
	Stanley King
	Cornelius H. Patton
	George D. Pratt, chairman
	Frank W. Stearns
November 15, 1924	same
October 17, 1925	William C. Breed
	Stanley King, chairman
	Cornelius H. Patton
	George D. Pratt
	Frank W. Stearns
October 16, 1926	same
October 22, 1927	William C. Breed
	Stanley King
	Cornelius H. Patton
	George D. Pratt, chairman
	Frank W. Stearns
October 20, 1928	Louis G. Caldwell
	Arthur L. Gillett
	Stanley King
	Cornelius H. Patton
	George D. Pratt, chairman
October 26, 1929	same
October 18, 1930	Charles K. Arter
	Louis G. Caldwell
	Stanley King
	Cornelius H. Patton
	George D. Pratt, chairman
October 17, 1931	Charles K. Arter
	Stanley King
	Robert W. Maynard
	Cornelius H. Patton
	George D. Pratt, chairman
October 15, 1932	Charles K. Arter
	Louis G. Caldwell
	Robert W. Maynard
	Cornelius H. Patton
	George D. Pratt, chairman
October 14, 1933	Charles K. Arter

	Louis G. Caldwell
	Lucius R. Eastman
	Arthur L. Kinsolving
	Robert W. Maynard
	George D. Pratt, chairman
October 13, 1934	same
October 12, 1935	Special Committee (as delegated by Executive Committee):
	Lewis W. Douglas
	Lucius R. Eastman, chairman
	Robert W. Maynard
October 10, 1936	Special Committee (as delegated by Executive Committee):
	Lewis W. Douglas
	Lucius R. Eastman
	Robert W. Maynard, chairman
	Herbert L. Pratt
October 23, 1937	Special Committee:
	Lucius R. Eastman
	Robert W. Maynard, chairman
	George E. Pierce
	Herbert L. Pratt
October 8, 1938	Frank L. Boyden
	Lucius R. Eastman
	Robert W. Maynard, chairman
	Herbert L. Pratt

At the meeting of the Board held October 28, 1939, the By-laws were amended to remove the restriction which limited the Buildings and Grounds Committee to "four to six members."

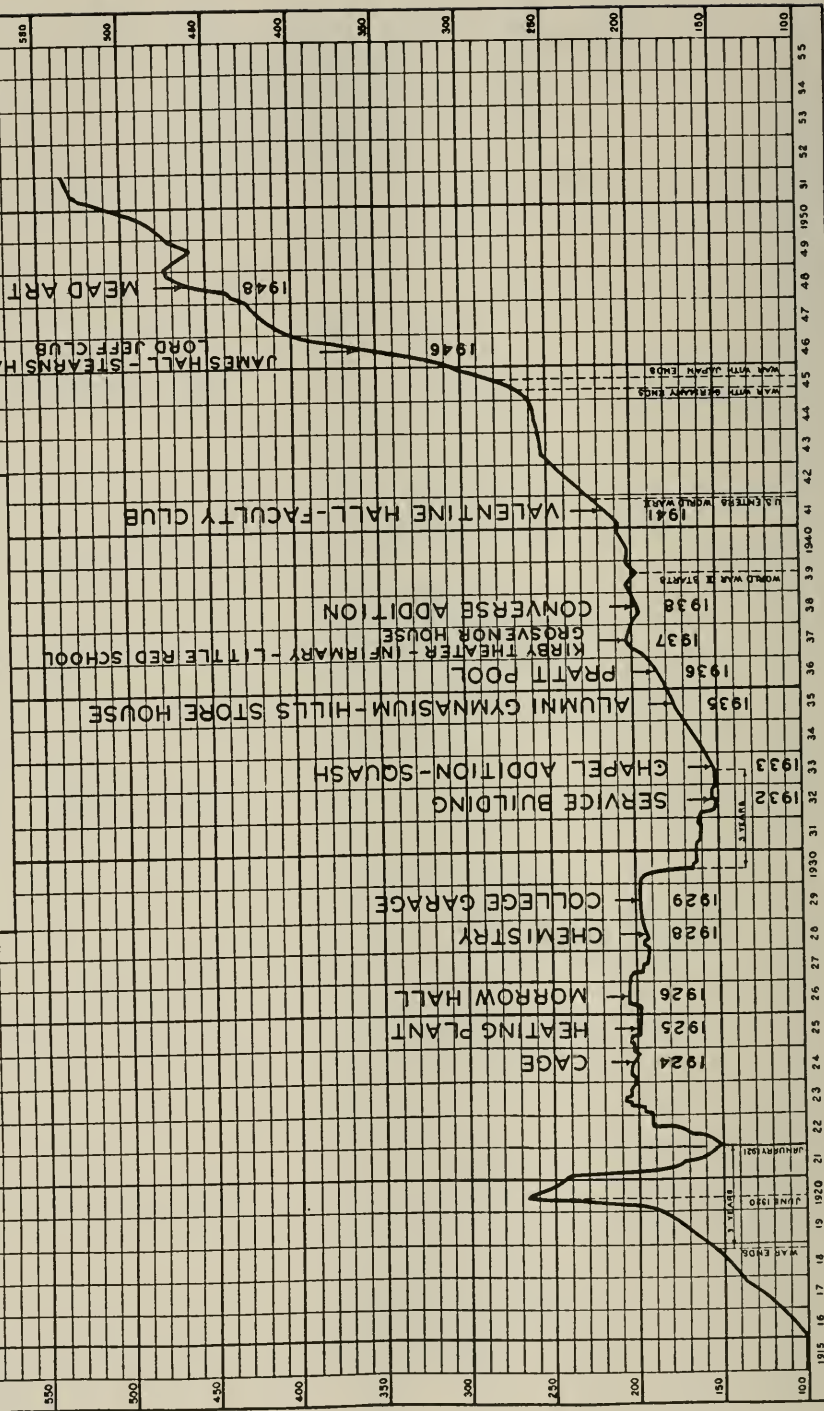
October 28, 1939	Frederick S. Bale
	Frank L. Boyden
	Lucius R. Eastman
	William S. Ladd, chairman
	Herbert L. Pratt
October 19, 1940	Frederick S. Bale
	Frank L. Boyden
	William S. Ladd
	Walter S. Orr, chairman
	Herbert L. Pratt
October 25, 1941	Frederick S. Bale, chairman
	Frank L. Boyden
	Edward T. Esty
	Walter S. Orr
	Herbert L. Pratt

October 24, 1942	Frederick S. Bale, chairman Frank L. Boyden Richmond Mayo-Smith Walter S. Orr Herbert L. Pratt
October 23, 1943	Frederick S. Bale, chairman Frank L. Boyden Frederick S. Fales Henry S. Kingman Richmond Mayo-Smith Walter S. Orr Herbert L. Pratt
October 21, 1944	Frank L. Boyden Frederick S. Fales Clarence Francis Henry S. Kingman Richmond Mayo-Smith, chairman Walter S. Orr Herbert L. Pratt
October 27, 1945	Frank L. Boyden Frederick S. Fales Richard H. Gregory Henry S. Kingman Richmond Mayo-Smith, chairman Walter S. Orr Paul D. Weathers
October 26, 1946	same
October 25, 1947	Frank L. Boyden Frederick S. Fales Richard H. Gregory Henry S. Kingman Richmond Mayo-Smith, chairman Paul D. Weathers
October 30, 1948	Frank L. Boyden Frederick S. Fales Richard H. Gregory Henry S. Kingman Carroll B. Low Richmond Mayo-Smith, chairman Paul D. Weathers
November 5, 1949	Frank L. Boyden Frederick S. Fales Richard H. Gregory Henry S. Kingman Carroll B. Low, chairman Paul D. Weathers

October 28, 1950

Frank L. Boyden
Richard H. Gregory
Henry S. Kingman
Carroll B. Low, chairman
Paul D. Weathers

INDEX OF BUILDING COSTS
MORTON C. TUTTLE CO.
MANAGERS OF CONSTRUCTION
BOSTON, MASS.



AMHERST COLLEGE

DRAWN BY R.B.G. JANUARY 1941

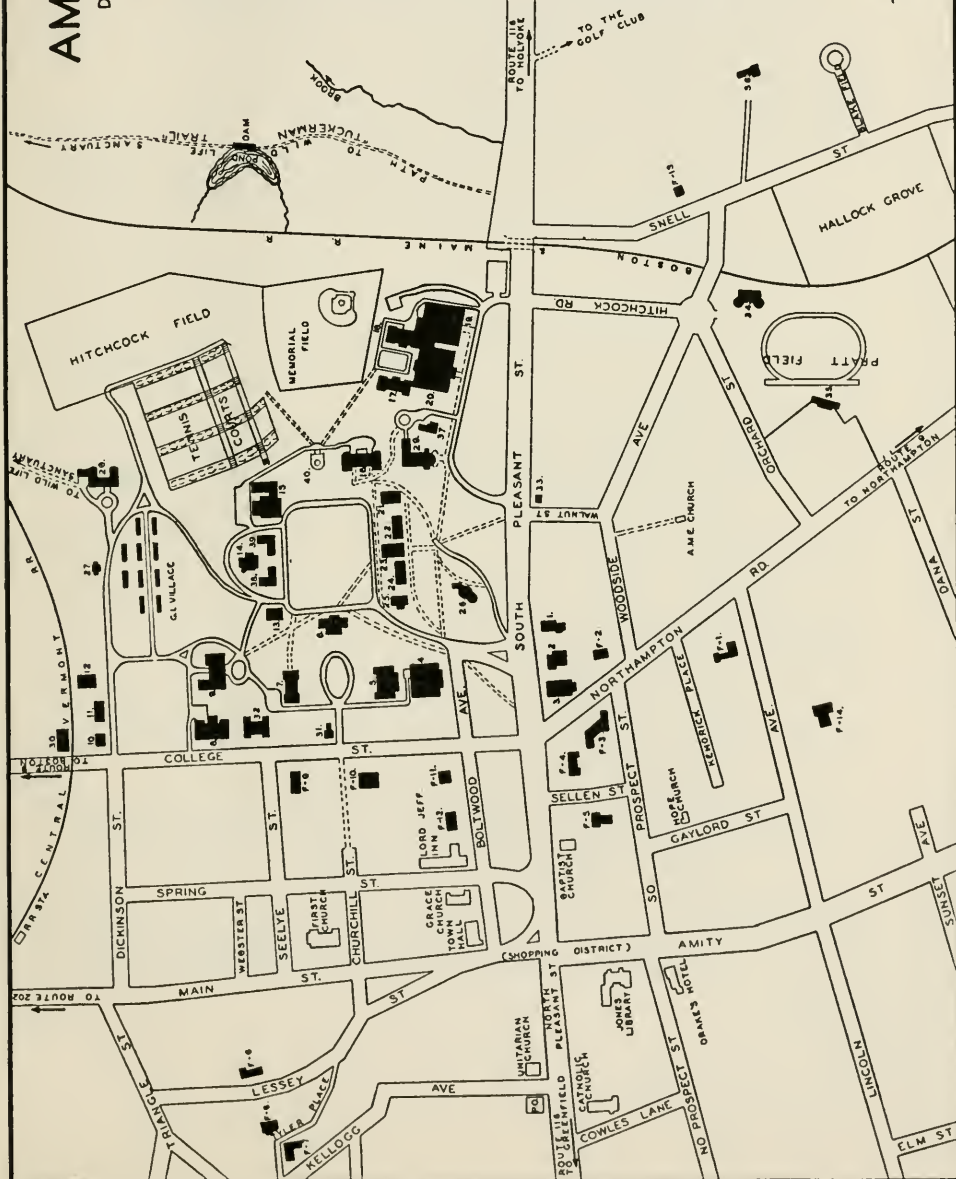
1:50 - REPROD. NOT TO SCALE

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SCALE IN FEET

INDEX TO CAMPUS BUILDINGS	
NO	PRESIDENT'S HOUSE
1	WILSON HALL
2	COLLEGE HALL
3	CONVERSE LIBRARY
4	SPRATT HALL
5	WALKER HALL
6	MORROW HALL
7	LABORATORY OF CHEMISTRY
8	FAVREWEATHER LABORATORY OF PHYSICS
9	COLLEGE GARAGE
10	SERVICE BUILDING
11	CENTRAL HEATING PLANT
12	BARRETT HALL
13	STEARNS MUSEUM
14	BIOL. LAB.
15	BIOL. LAB.
16	DAVENPORT SQUASH COURTS
17	INDOOR ATHLETIC FIELD
18	ALUMNI GYMNASIUM
19	JOHNSON CHAPEL
20	NORTH COLLEGE
21	WILLISTON HALL
22	OCTAGON
23	INTERMED. SCHOOLHOUSE
24	NEWMARKET
25	KIRBY THEATER
26	HILLS STORE HOUSE
27	GROSVENOR HOUSE
28	WILSON HALL
29	NOAH WESTER HOUSE
30	PRATT FIELD HOUSE
31	VICTOR'S HOUSE
32	OBSERVATORY
33	AMERICAN CLUB
34	JAMES HALL
35	STEARNS HALL
36	WAR MEMORIAL

FRATERNITIES	
F-1	DELTA CHI
F-2	DELTA THETA
F-3	CHI PSI
F-4	PSI UPSILON
F-5	ALPHA DELTA PHI
F-6	DELTA KAPPA EPSILON
F-7	DELTA KAPPA EPSILON
F-8	DELTA KAPPA PSI
F-9	DELTA KAPPA PSI
F-10	DELTA KAPPA PSI
F-11	BETA THETA PI
F-12	DELTA UPSILON
F-13	DELTA UPSILON
F-14	LORD BEFF CLUB



KEY TO MAP OF COLLEGE PROPERTY

January 1, 1951

Campus and Other Property Used for College Purposes (Odd Numbers)

MAIN CAMPUS

1. 1820 Acquired from Moses and Jerusha Dickinson.
3. } 1827 Acquired from Moses, Jonathan, and Jerusha Dickinson.
5. }
7. 1840 "Portion of common in front of college grounds," deeded by the Town of Amherst for college use. Boundaries indefinite.
9. 1861 Acquired from John Dickinson.
11. 1866 Purchased from Lucius Boltwood.
13. 1873 The Boyden property, acquired from John D. Boyden.
15. 1886 Acquired from William Austin Dickinson.
17. 1891 Lucius Boltwood homestead, including item No. 65 of the East Campus and the intervening section which was later disposed of, but excluding dotted section reserved for Dickinson Street; acquired from the estate of Lucius Boltwood.
19. 1892 H. deF. Smith House, 31 College Street, acquired from Hetty S. B. Smith.
21. 1897 A strip of land from what is now known as the Grosvenor place, acquired from W. C. Esty.
23. 1904 Bought from Sidney D. White.
27. 1909 The Richardson property, purchased from the widow of Professor Richardson. The house was demolished about 1910.
29. 1911 Acquired from Ellen C. Field.
31. 1911 Hitchcock Field, purchased from Sidney D. White.
33. 1912 The Houghton property, acquired from the Phi Delta Theta Fraternity in exchange for a lot on the corner of Woodside Avenue and Northampton Road. The house was demolished in 1913.
35. 1918 Adjacent to Hitchcock Field, acquired from Philip Spaulding through George A. Hauser, Jr.
37. 1919 The Tuckerman homestead, acquired from the Amherst Savings Bank.
39. 1924 The White homestead, acquired from Sidney D. White.
41. 1927 Acquired from Fred C. Montague. House demolished in 1940.
43. 1927 Acquired from George B. Burnett et al, with the exception of a right of way for Dickinson Street indicated by dotted lines.
45. 1927 Deeded to the Town of Amherst for an extension of Dickinson Street by the former owners. In March 1927 the Town voted to discontinue this portion of the street.
49. 1937 Grosvenor place, acquired from G. H. Grosvenor.
51. 1938 South Common; by vote of the Town of Amherst in 1937, an easement was granted by the Town to the College for the perpetual right to develop and use this tract for park purposes.

WEST CAMPUS

55. 1828 From John and Lydia Leland there was acquired a plot including the present location of Morgan Hall and the President's House, and ex-

tending along the dotted lines to a point near the corner of Pratt Field and across Northampton Road. The portion shown in dotted lines was later disposed of.

- 57. 1833 Acquired from W. F. Sellen.
- 59. 1854 A triangular plot back of College Hall acquired from Enoch and Hannah Kingsbury. This originally extended to a point on Northampton Road below Woodside Avenue, the lower portion of which has since been disposed of.
- 61. 1867 The College Hall lot known as the "Old Meeting House Property." This was deeded to the College by the inhabitants of the First Parish of Amherst.

SOUTH AND EAST CAMPUS

- 65. 1891 This plot originally included the portion between it and the C. V. tracks and was acquired from the heirs of the estate of Lucius Boltwood with plot No. 17.
- 67. 1926 Acquired from Sidney D. White through Herbert J. Kellaway.
- 69. 1927 Formerly known as the Owen lot. This was acquired from Walter D. Cows with lots No. 71, 75, and 77.
- 71. 1927 This is the lower end of the Tuckerman pasture, acquired from Walter D. Cows with lots No. 69, 75, and 77.
- 73. 1928 Acquired from Cady R. Elder in exchange for plot A lying between No. 65 and the C. V. tracks.
- 75. 1927 That portion of the Tuckerman pasture which lies southwest of the B. & M. tracks, acquired from Walter D. Cows with No. 69, 71, and 77.
- 77. 1927 The Cook pasture, acquired from Walter D. Cows along with No. 69, 71, and 75.
- 79. 1931 The Bowker lots, acquired from Charles H. Bowker.
- 81. 1941 Acquired from the estate of Sidney D. White.

OFF-CAMPUS

- 93. 1894 A strip suitable for a roadway from Churchill Street extension to College Street, which has not been opened as a public road.
- 95. 1868 Hallock Grove, acquired from Edward Hitchcock, Leavitt and Elizabeth P. Hallock, to be maintained as a public park.
- 99. 1897 Part of the Observatory lot, acquired from Fanny Stearns Davis.
- 103. 1907 Snell Street Park, acquired from Arthur F. Stearns; restricted to park purposes.
- 105. 1908 Addition to Observatory lot, acquired from Helen T. Magill.
- 107. 1914 Mt. Doma Golf Course property, acquired from George A. Plimpton.
- 109. 1914 Addition to Mt. Doma Golf Course, acquired from George A. Plimpton.
- 111. 1890 Pratt Field, acquired from a number of individual property owners through Frederic B. Pratt.
- 113. 1934 Corner of Kendrick Place and Northampton Road, given to the College by Charles W. Walker and F. T. Bedford as an adjunct to the Theta Delta Chi grounds.
- 115. 1931 Corner Woodside Avenue and Orchard Street, given by F. B. Pratt.
- 117. 1935 About an acre of land and storage shed purchased from the liquidation of the Hills Company.
- 119. 1938 Foote land, bought from Arnold C. Foote to provide a source of loam.
- 121. 1940 Burnett land, bought from George B. Burnett.
- 123. 1945 Theta Delta Chi property acquired by gift of the fraternity and its alumni.

125. 1945 Purchased from Cora F. DeRose, and converted for use by the Lord Jeffery Amherst Club.
127. 1946 Purchased from J. S. Pendleton. A portion was sold to the town in 1947, leaving about eight acres of undeveloped land useful principally as a source of loam.

Residential and Other Non-Campus Property (Even Numbers)

2. 1898 Observatory House lot, acquired from Mary Stearns.
4. 1930 The Cooper Homestead, 86 College Street, purchased from Alice Cooper Tuckerman.
6. 1920 The Williams House, 12 Walnut Street, purchased from Ada and Jessie Lentell.
8. 1917 The Fisher House, 227 South Pleasant Street, purchased from Anna A. Fisher, wife of G. Edward Fisher.
10. 1925 The Chapman House, 233 South Pleasant Street, purchased from the Chapman family through A. H. Dakin.
12. } 1921 The Helen Hunt Jackson House, 249 South Pleasant Street and ad-
14. } joining lot, purchased from Robert P. Utter.
16. 1925 Rideout House, 263 South Pleasant Street, purchased from Eliza C. Rideout.
18. 1925 The Edward Hitchcock House, 271 South Pleasant Street, purchased from M. B. Kingman, including land extending diagonally across Hitchcock Road as indicated by dotted lines. Part of this land was used for Hitchcock Road and part sold to Gilbert Hoag and Bailey Brown for residential use. Mrs. Kingman retains life use of the house.
20. 1917 Purchased from the Delta Upsilon Fraternity. The house was removed and Hitchcock Road runs through the middle of this plot.
22. 1924 The Scott property, 297 South Pleasant Street. Extent of original plot indicated by dotted lines, part of which was sold to C. S. Porter and J. B. Fuller for residential purposes, and later repurchased.
24. 1932 The Snell House, 317 South Pleasant Street, bought from Elliot Snell Hall.
26. 1928 A. B. Allen House, 395 South Pleasant Street, bought from A. B. Allen.
28. 1928 Lincoln House, 405 South Pleasant Street, bought from Horatio Smith.
30. 1925 Hallock House, 46 Snell Street, bought from George S. Allen.
32. 1929 Kimball House, 155 Woodside Avenue, bought from Julia S. Kimball.
34. 1937 The Rice House, 147 Woodside Avenue, purchased from Victor A. Rice.
38. 1935 Originally part of the Scott and Kingman properties, this plot at 42 Hitchcock Road was sold to C. S. Porter in 1929, and repurchased by the College in 1935.
40. 1935 Originally part of the Scott place, this plot at 32 Hitchcock Road was sold to J. B. Fuller in 1930 and, with the house, repurchased from Mr. Fuller by the College in 1935.
44. 1936 The Hoag House, 29 Hitchcock Road, repurchased from Gilbert T. Hoag.
46. 1907 President Olds House, 43 Hitchcock Road. In 1927 from a fund raised by alumni the house was built and presented to the College for the life use of President and Mrs. Olds. The land was originally acquired in 1907 from Catherine P. Kingman, extending to the railroad tracks as indicated by dotted lines, and was the site of Pratt skating rink. Part of the land has been used for Hitchcock Road and parts sold to W. J. Newlin and C. S. Porter for residential purposes.

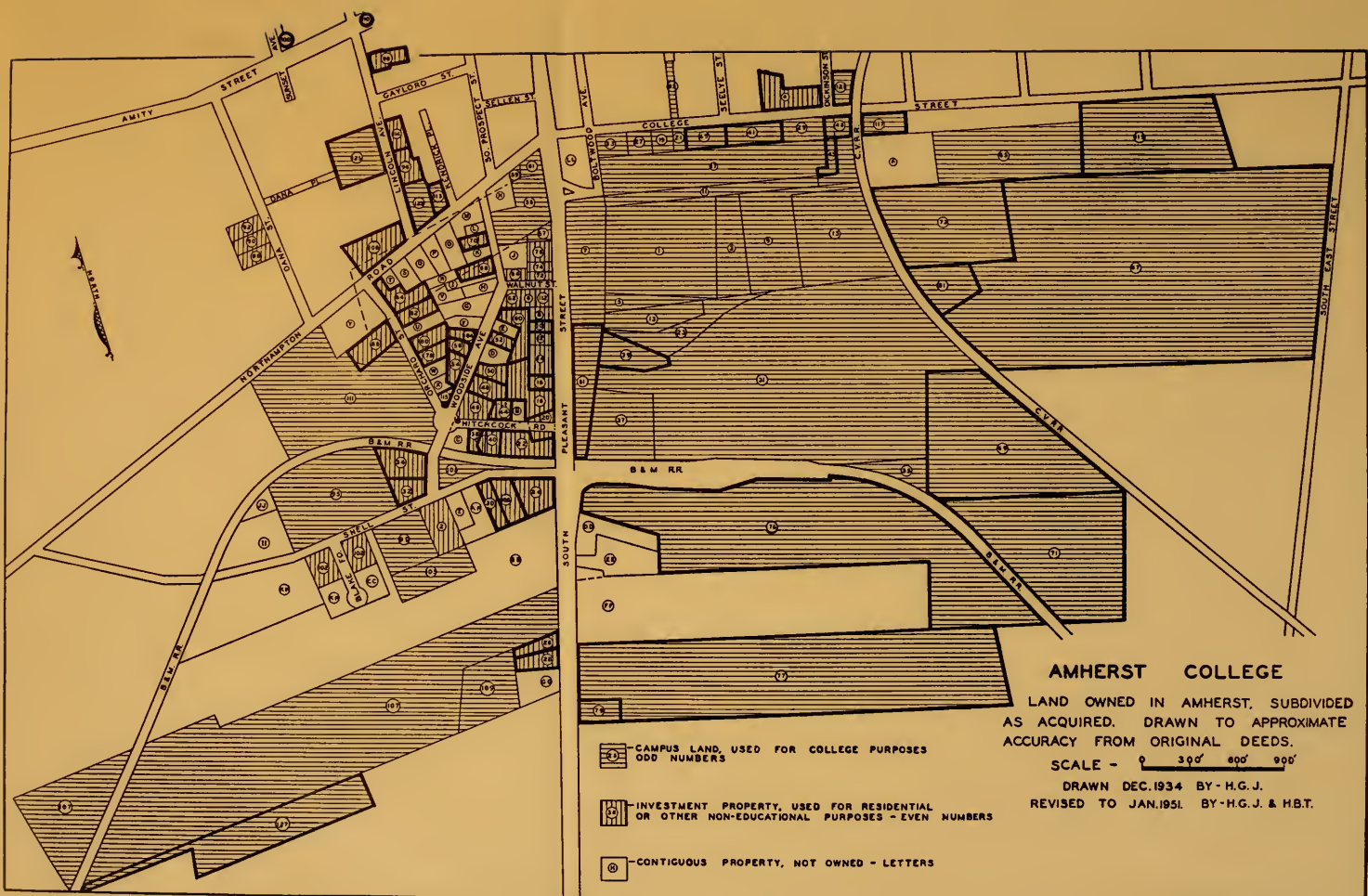
48. 1925 The Crowley House, 100 Woodside Avenue, bought from Jeremiah D. Crowley.
50. 1925 The Wakefield House, 88 Woodside Avenue, bought from Charles E. Wakefield.
52. 1938 The Harris House, 72 Woodside Avenue, purchased from E. P. Harris.
54. 1934 Brown House, 87 Woodside Avenue, bought from the estate of E. M. Brown.
56. 1938 The Groff House, 81 Woodside Avenue, purchased from U. G. Groff.
60. 1931 Land at 58 Woodside Avenue purchased from A. F. Johnson, to which the Boyden House was moved in 1937.
62. 1919 The Britt property, corner of Woodside Avenue and Walnut Street, bought from the Britt family through John W. Harlow. The house was torn down in 1933.
64. 1916 Burnett House, 17 Walnut Street, purchased through John W. Harlow.
68. 1932 The Watts House, 33 Woodside Avenue, bought from William H. Watts.
70. 1936 The Collins House, 21 Woodside Avenue, purchased from The Amherst Savings Bank.
72. 1916 Bartlett House, 211 South Pleasant Street, bought from Daniel H. Bartlett.
74. 1914 Hamlin House, 205 South Pleasant Street, bought from the estate of Wolcott Hamlin through H. W. Kidder.
76. 1902 The Morse House, 197 South Pleasant Street, bought from Samuel Morse.
78. 1939 The Kidder House, 46 Orchard Street, purchased from Mary B. Kidder.
80. 1938 The Loomis House, 40 Orchard Street, purchased from Mabel Loomis.
82. 1936 The Heman Humphrey House, 22 Orchard Street, purchased from The Hampshire Company (E. M. Whitcomb).
84. 1937 The Bigelow House, 14 Orchard Street, purchased from W. P. Bigelow.
86. 1922 The Elliott House, 23 Orchard Street, bought from George D. Olds.
88. 1916 Lot at 85 Dana Street, purchased from S. L. Galpin, on which a house was built for a faculty residence.
90. 1916 Lot at 77 Dana Street, purchased from H. F. Hamilton, on which a house was built for a faculty residence.
92. 1916 Lot at 67 Dana Street, purchased from Ellis H. Rogers, on which a house was built for a faculty residence.
96. 1939 The Kings House, 41 Lincoln Avenue, given by Stanley and Margaret P. King.
98. 1937 The Phillips House, 97 Lincoln Avenue, purchased from Paul C. Phillips, through R. C. Williams.
100. 1938 The Frost House, 43 Sunset Avenue, purchased from Robert Frost, is about 200 yards north of the border of this map.
102. 1881 Blake Field containing about four acres acquired from E. P. Harris was subdivided in 1938 into four lots, two of which have been sold.
104. 1943 Montgomery House, 75 Woodside Avenue, purchased from W. E. Montgomery.
106. 1945 Bennett House, 36 Snell Street, purchased from Mabel M. Bennett.
108. 1946 Hunt House, 99 Northampton Road, purchased from E. V. Macfarlane.
110. 1947 The Bangs property, 155 & 157 Lincoln Avenue, a lot of two houses purchased from H. D. and R. C. Bangs, is about 140 yards north of Amity Street.

112. 1920 Acquired from Ada and Jessie Lentell, 217 South Pleasant Street, renamed "Noah Webster House" in 1939.
 114. 1947 Allis House, 61 Lincoln Avenue, purchased from P. Odegard.

Contiguous Property not Owned, and Supposed Owners

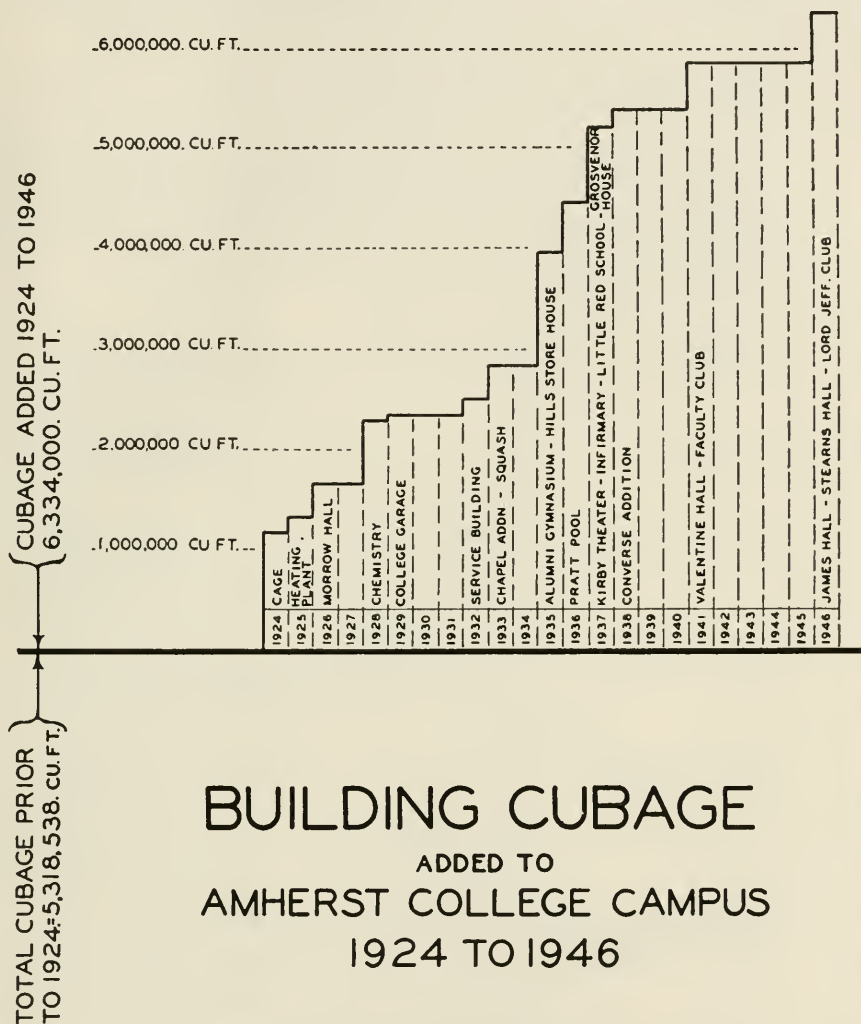
- | | |
|---|--|
| A. C. R. Elder — coal pocket. This property was originally acquired by the College together with plots 17 and 65. In 1928 it was deeded to C. R. Elder in exchange for plot No. 73. | AA. Mrs. M. Ruder |
| B. Bailey LeF. Brown. This land was sold by the College to Mr. Brown about 1930, the College retaining a re-purchase option. | BB. A. H. Dakin |
| C. W. J. Newlin. This land was sold by the College to Mr. Newlin about 1930, the College retaining a re-purchase option. | CC. R. A. Beebe |
| D. Walter M. Miller | DD. W. M. Fisherdict |
| E. R. J. Montgomery | EE. M. J. Kennedy |
| F. C. H. Toll | FF. E. Porter Dickinson et al |
| G. A. C. Plastridge | GG. G. Atkinson |
| H. H. W. Rauch | HH. Joseph Knihnicks |
| I. Zion M. E. Church | II. Margaret Hurley and Julia Robouin |
| J. Musante | JJ. Helen H. Devine et al |
| K. W. C. Johnson | KK. F. K. Turgeon |
| L. Harry J. Miner | LL. In March 1927 The Town of Amherst voted to "eliminate as a travelled roadway" Boltwood Avenue, south of College Street and "to relinquish" it, together with the portion of the common between College Street and main entrance to the College, for park purposes only. There was no conveyance to title nor easement actually carried out; legal opinion in 1938 is that the intended action is voided by lapse of time. In fact, the roadway is still used as a public highway, but the College has assumed care of that portion of the common, by informal arrangement. |
| M. Harry J. Miner | |
| N. Phi Delta Theta | |
| O. R. R. Blair | |
| P. V. A. Osmun | |
| Q. C. W. Eastman | |
| R. C. W. Eastman | |
| S. Mrs. W. L. Cowles | |
| T. Agnes M. Martin | |
| U. Mrs. H. T. Cowles | |
| V. Mrs. H. T. Cowles | |
| W. B. M. Ziegler | |
| X. R. H. Verbeck | |
| Y. T. Grandonico | |
| Z. Theta Xi | |

In general, campus land horizontally cross-hatched is tax exempt. There are a few exceptions — namely, items No. 77, 79, 113, 123, and 125 — which are construed by the tax assessors as not being used for College purposes and which are taxed.



NOTE:-HEAVY OUTLINES ENCLOSE AREAS ACQUIRED 1921 & LATER





BUILDING CUBAGE ADDED TO AMHERST COLLEGE CAMPUS 1924 TO 1946

COMPILED BY H B THACHER, CHIEFLY FROM CALCULATIONS BY BLISS & COLE,
 APPRAISERS, AND MCKIM, MEAD & WHITE, ARCHITECTS.

DISPOSITION OF CENTENNIAL GIFT

Excerpt from minutes of meeting of Board of Trustees held in Amherst on June 19, 1926:

“Mr. King reported that at a meeting of the Joint Committee on Survey held this morning it recommended to the Board that there be transferred from the appropriation of \$250,000 already made for maintenance of Plant \$150,000 to the Plant Account, it being the understanding of this Committee that substantially \$90,000 of this amount is to be used for an additional unit of the Central Heating Plant.

“The following vote was thereupon passed: —

WHEREAS at meetings of the Executive Committee of the Board of Trustees held on October 7, 1922, April 16, 1923, June 6, 1923, and January 10, 1925, resolutions were adopted recommending to the Board of Trustees that certain appropriations be made from the Centennial Gift for the uses of the College,

AND WHEREAS at meetings of the Board of Trustees held on October 21, 1922, May 26, 1923, October 20, 1923, and April 4, 1925, these recommendations of the Executive Committee were adopted,

AND WHEREAS at meetings of the Board of Trustees, held on April 5, 1924, and April 4, 1925, certain appropriations were made from the Centennial Gift for the uses of the College,

AND WHEREAS the Treasurer of the Centennial Gift has advised the Board of Trustees that on May 29, 1926, there had been received on account of the Centennial Gift \$2,835,274.43, including a special gift of \$25,000 for the purchase of Inn Company stock, in accordance with specific instructions from the donors,

AND WHEREAS the Treasurer of the College has advised the Board of Trustees that on May 31, 1926, the expenses of the Centennial Gift and the Centennial Celebration amounted to \$84,384.63,

AND WHEREAS it is the wish of Mr. George D. Pratt that his gift of \$75,000 toward the building of a central heating plant and his gift of \$10,000 for ornamental gateways to Pratt Field be credited to the Centennial Gift, and it is the wish of Mr. Mortimer L. Schiff that his gift of \$5,000 toward the building of a central heating plant

be credited to the Centennial Gift, and it is the wish of Mr. Harold I. Pratt that his gift of \$5,000 for an ornamental gateway to Pratt Field be credited to the Centennial Gift,

VOTED that the foregoing resolutions adopted by the Board of Trustees, and all other resolutions in so far as they concern appropriations from the Centennial Gift, be hereby rescinded.

VOTED further that the net amount of the Centennial Gift as of May 29, 1926, available for appropriation, amounting to \$2,930,274.43, as shown by the attached statement, be appropriated as follows:

1. Addition to endowment:			
Teachers' salaries		\$1,600,000.00	
Scholarships		200,000.00	
Books		100,000.00	
Endowment of maintenance of plant		<u>100,000.00</u>	\$2,000,000.00
2. Improvements to Physical Plant:			
Hitchcock Field		72,162.56	
Indoor Playing Field		182,222.60	
Central Heating	\$130,167.87		
To be expended	<u>90,000.00</u>	220,167.87	
Purchase White property made necessary by building of cage		20,046.80	
Capital Improvements and Repairs:			
Already expended (Detail in Schedule A)	\$255,320.21		
To be expended (Detail in Schedule B)	<u>70,969.76</u>	<u>326,289.97</u>	820,889.80
3. Purchase of Inn Company stock; investment made in accordance with specific instructions of donor			
			25,000.00
4. Expenses of the Centennial Gift and the Centennial Celebration			
		<u>84,384.63</u>	
		\$2,930,274.43	

VOTED further that any further receipts on account of the Centennial Gift, less expenses of collection, be expended for capital improve-

ments and repairs to the physical plant of the College.

VOTED further that the Centennial Gift account be closed.

Total subscriptions at close of gift	\$3,017,280.56	
Add special gift by Pratt family for purchase of Inn Company stock in accordance with specific instructions from donors	25,000.00	
Add special gift of George D. Pratt toward building of central heating plant	75,000.00	
Add special gift of Mortimer Schiff toward building of central heating plant	5,000.00	
Add special gift of George D. Pratt for ornamental gateway to Pratt Field	10,000.00	
Add special gift of Harold I. Pratt for ornamental gateway to Pratt Field	5,000.00	
Total	\$3,137,280.56	
Less cancellations	65,109.50	
Net subscriptions		\$3,072,171.06
Receipts on account May 29, 1926 (including gift of \$25,000 for Inn Company stock)	\$2,835,274.43	
Add George Pratt, Schiff and Harold I. Pratt gifts	95,000.00	
		\$2,930,274.43

Schedule A

Capital Improvements and Repairs

The main items are as follows:

Appleton	\$105,000.00
President's House	43,000.00
Physics Laboratory	31,000.00
Faculty Club	4,500.00
College Hall	37,000.00
Chapel	
Pratt Field	
*Fire Mains	4,360.00
*Campus wires underground and other electrical work	6,600.00
Williston	1,300.00
Pratt, North, and South dormitories	7,200.00
Pratt Cottage	3,600.00
Natatorium and Gymnasium	2,200.00
Walker	2,200.00
Miscellaneous	7,360.21
	<u>\$255,320.21</u>

* Work not yet completed

Schedule B

Capital Improvements and Repairs

Appropriations not yet expended:

*New Road	\$15,000.00
*Grading at Morrow Hall and Drive to Physics Laboratory	15,000.00
**New gates Pratt Field	15,000.00
	<u>\$45,000.00</u>
Not yet allocated	25,969.76
	<u>\$70,969.76</u>

* Contracts let

** Contracts authorized, to be let presently"

(Work pending at the time of this meeting
has since been completed.)

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